

Agenda

Executive Council Meeting

February 27, 2017

Date: February 27, 2017; 3pm EST

Location: Embassy Suites, Lake Buena Vista South, 4955 Kyngs Heath Road
 Kissimmee, FL 34646

Meeting Room: Magnolia A

Conference Call (904)512-0115, Conference Code: 412463

- Call to Order..... Sharon Bock
- Roll Call CCOC Staff
- Approval of Agenda and Welcome Sharon Bock
- 1) Swearing in of New Executive Council Members..... Joe Boyd
- 2) Approval of November 14th 2016 Council Minutes Stacy Butterfield
- 3) Treasurer’s Report..... Stacy Butterfield
 - a. Financial Statement (Audit) CFY 15/16
 - b. CFY 16/17 Monthly Financial Report
- 4) CCOC Plan of Operations Update..... Ken Burke
- 5) Status of Peer Group Review Study..... Stacy Butterfield
- 6) Report from CCOC Committees
 - a. Executive Committee..... Sharon Bock
 - b. Budget Committee..... Stacy Butterfield
 - i. Case Study..... Ken Burke
 - c. PIE Committee..... Tara Green
 - i. Financial Analysis WG... Don Barbee
 - d. Legislative Committee..... Carolyn Timmann
 - e. Other
- 7) Update on CCOC Organizational Study..... Sharon Bock
- 8) Update on Clerks’ Role in Collections..... Sharon Bock and Ron Ficarrotta
- 9) Report on Clerks’ CFY 16/17 CCOC Trust Fund and Revenue Trend..... John Dew
- 10) Update on TCBC Issues..... Ron Ficarrotta
- 11) Other Business



Our Mission:

As a governmental organization created by the Legislature, we evaluate Clerks’ court-related budgetary needs, and recommend the fair and equitable allocation of resources needed to sustain court operations.

FLORIDA CLERKS OF COURT OPERATIONS
CORPORATION

EXECUTIVE COUNCIL MEETING

FEBRUARY 27, 2017

SWEARING IN OF NEW EXECUTIVE COUNCIL MEMBERS

Agenda Item 1

Executive Council Meeting

February 27, 2017

Date: February 27, 2017

Subject: Swearing in of New Executive Council Members

Council Action:

Information purposes only.

Overview:

Council Special Election

Due to the retirement of Council members there was a need to fill two vacancies. One vacancy in Population Grouping I and one vacancy in Population Grouping II. Three Clerks in Group I and three in Group II submitted interest in filling the vacancy.

Clerks were provided a ballot on January 20th and were required to return their ballots to the CPA firm of Lanigan & Associates by midnight on February 6th.

Result:

The ballots were opened on February 10th by John Keillor of Lanigan & Associates. The results were tabulated and the firm send the outcome to the CCOC office which were provided to the Clerks via email that day.

Gilchrist County Clerk Todd Newton was selected to represent Population Grouping I. Clay County Clerk Tara Green was selected to represent Population Grouping II. They both will be sworn in at the beginning of the February 27th Executive Council meeting and will then be voting members of the Council at that time.

Their term of office goes until June 30th, 2018 which would complete the two year term they are filling.

Attachments: A: Special Election Ballot
 B: CPA Firm Election Results Letter



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COUNCIL MEMBERS 2017 SPECIAL ELECTION

FLORIDA CLERKS OF COURT OPERATIONS CORPORATION

Vote for one (1) individual from Group I and one (1) individual from Group II for a total of two (2) individuals to fill the two vacant positions on the Executive Council of the Florida Clerks of Court Operations Corporation for the term ending, June 30, 2018. You should fill in the box located to the right of the name of the person for whom you wish to vote. **Names in BOLD and highlighted** are Clerks who have indicated a willingness to serve on the Council. Your ballot must be emailed or postmarked no later than 11:59 p.m. February 6, 2017. (Clerks already elected to the Council representing Group I are John Crawford and Group II Jeffery Smith.) .

<u>Group I:</u>	<u>Fewer than 100,000</u>		<u>Group II:</u>	<u>100,000- 500,000</u>	
Baker	Stacie Harvey	<input type="checkbox"/>	Alachua	Jess Irby	<input type="checkbox"/>
Bradford	Ray Norman	<input type="checkbox"/>	Bay	Bill Kinsaul	<input type="checkbox"/>
Calhoun	Carla Hand	<input type="checkbox"/>	Charlotte	Roger Eaton	<input type="checkbox"/>
Columbia	P. Dewitt Cason	<input type="checkbox"/>	Citrus	Angela Vick	<input type="checkbox"/>
Desoto	Nadia Daughtrey	<input type="checkbox"/>	Clay	Tara Green	<input type="checkbox"/>
Dixie	Dana Johnson	<input type="checkbox"/>	Collier	Dwight Brock	<input type="checkbox"/>
Franklin	Marcia Johnson	<input type="checkbox"/>	Escambia	Pam Childers	<input type="checkbox"/>
Gadsden	Nicholas Thomas	<input type="checkbox"/>	Flagler	Tom Bexley	<input type="checkbox"/>
Gilchrist	Todd Newton	<input type="checkbox"/>	Hernando	Don Barbee, Jr.	<input type="checkbox"/>
Glades	Sandra Brown	<input type="checkbox"/>	Highlands	Bob Germaine	<input type="checkbox"/>
Gulf	Rebecca Norris	<input type="checkbox"/>	Lake	Neil Kelly	<input type="checkbox"/>
Hamilton	Greg Godwin	<input type="checkbox"/>	Leon	Gwen Marshall	<input type="checkbox"/>
Hardee	Victoria Rogers	<input type="checkbox"/>	Manatee	Angelina Colonneso	<input type="checkbox"/>
Hendry	Barbara Cox-Butler	<input type="checkbox"/>	Marion	David Ellspermann	<input type="checkbox"/>
Holmes	Kyle Hudson	<input type="checkbox"/>	Martin	Carolyn Timmann	<input type="checkbox"/>
Jackson	Clay Rooks	<input type="checkbox"/>	Okaloosa	JD Peacock	<input type="checkbox"/>
Jefferson	Kirk Reams	<input type="checkbox"/>	Osceola	Armando Ramirez	<input type="checkbox"/>
Lafayette	Steve Land	<input type="checkbox"/>	Pasco	Paula O'Neil	<input type="checkbox"/>
Levy	Danny Shipp	<input type="checkbox"/>	Santa Rosa	Donald Spencer	<input type="checkbox"/>
Liberty	Kathleen Brown	<input type="checkbox"/>	Sarasota	Karen Rushing	<input type="checkbox"/>
Madison	Billy Washington	<input type="checkbox"/>	Seminole	Grant Maloy	<input type="checkbox"/>
Monroe	Kevin Madok	<input type="checkbox"/>	St. Johns	Hunter Conrad	<input type="checkbox"/>
Okeechobee	Sharon Robertson	<input type="checkbox"/>	St. Lucie	Joe Smith	<input type="checkbox"/>
Putnam	Tim Smith	<input type="checkbox"/>	Sumter	Gloria Hayward	<input type="checkbox"/>
Suwannee	Barry Baker	<input type="checkbox"/>			
Taylor	Anne Mae Murphy	<input type="checkbox"/>			
Union	Kellie Connell	<input type="checkbox"/>			
Wakulla	Brent Thurmond	<input type="checkbox"/>			
Walton	Alex Alford	<input type="checkbox"/>			
Washington	Lora Bell	<input type="checkbox"/>			

RETURN BALLOT TO JOHN KEILLOR, C.P.A. EITHER BY EMAIL or U.S. MAIL

EMAIL: jkeillor@lanigancpa.com

U.S. MAIL: JOHN KEILLOR, C.P.A.
 LANIGAN & ASSOCIATES
 2630 CENTENNIAL PLACE
 TALLAHASSEE, FLORIDA 32308

YOUR BALLOT MUST BE EMAILED or POSTMARKED BY 11:59 P.M., FEBRUARY 6, 2017.

LANIGAN & ASSOCIATES, P.C.
CERTIFIED PUBLIC ACCOUNTANTS
www.lanigancpa.com

Please reply to:
Tallahassee

314 Gordon Avenue
Thomasville, GA 31792
(229) 226-8320
(229) 226-0038 Fax

Bernard Lanigan (1918-1982)
Bernard Lanigan, Jr., CPA
Frank J. Mercer, CPA, CFP
C. Bradford Jackson, CPA, CFA
D. Mark Fletcher, CPA, CFE
G. Thomas Harrison, Jr., CPA, CFP
John W. Keillor, CPA
Michael O. Sills, Jr., CPA, CFE
Robert M. Milberg, CPA (of Counsel)

February 10, 2017

2630 Centennial Place, Suite 1
Tallahassee, FL 32308
(850) 893-8418
(850) 893-9745 Fax

3353 Peachtree Road, NE
North Tower, Suite 545
Atlanta, GA 30326
(404) 848-7221
(404) 442-2728 Fax

**Members of the Florida Clerks of Court Operations Corporation
President of the Florida Senate
Speaker of the Florida House of Representatives State of
Florida Chief Financial Officer**

In accordance with the Plan of Operation for the Florida Clerks of Court Operations Corporation, we are providing this written notification to serve as notice of our certification of the election results for the most recent election of the Executive Council.

The voting procedures outlined in the Plan of Operation were followed as per the prescribed method. Our firm controlled the receipt and the counting of the ballots. The ballot counting was completed by our staff on February 10, 2017. The following members have been elected to the Executive Council.

Group 1
Todd Newton

Group 2
Tara Green

Thank you for the opportunity to be of service.

Sincerely,



John Keillor, CPA

FLORIDA CLERKS OF COURT OPERATIONS
CORPORATION

EXECUTIVE COUNCIL MEETING

FEBRUARY 27, 2017

APPROVAL OF NOVEMBER 14, 2016 COUNCIL MINUTES

MINUTES

FLORIDA CLERKS OF COURT OPERATIONS CORPORATION MONDAY, NOVEMBER 14, 2016 4:00 PM EST (3:00 PM CST) EXECUTIVE COUNCIL MEETING

Grand Sandestin Resort, 9300 Emerald Coast Parkway, Miramar, FL 32550 (Azalea Room)

The November 14, 2016 meeting of the Executive Council of the Florida Clerks of Court Operations Corporation (CCOC) was called to order by Executive Council Chair Sharon Bock at 3:00 PM (CST). Chair Bock thanked all in the room and on the telephone for attending the Executive Council meeting. Roll call was taken by John Dew, the Executive Director. Council Members present were the Honorable Sharon Bock, Honorable Bob Inzer, Honorable Ken Burke, Honorable Stacy Butterfield, Honorable John Crawford, Honorable Jeff Smith, Honorable Tim Sanders, Honorable Paula S. O'Neil, and Honorable Kyle Hudson. Honorable Harvey Ruvin and Honorable Ron Ficarrota were present via telephone. Mr. Dew stated that there was a quorum.

APPROVAL OF AGENDA

Chair Bock noted that the agenda was posted on the CCOC website. Clerk Butterfield made a motion to approve the agenda with a second by Clerk O'Neil. Chair Bock asked if there was any discussion, changes or deletions. Hearing none, the vote was taken and passed unanimously.

APPROVAL OF MINUTES – June 27, 2016 and July 28, 2016

Chair Bock asked CCOC Secretary/Treasurer Clerk Butterfield to present the minutes for approval of the previous meetings. Clerk Butterfield noted that the minutes from June 27th and July 28th were in the packet from page 2 through page 32. Clerk Butterfield made a motion to approve the minutes as submitted. Clerk Sanders seconded the motion. Chair Bock asked if there were any questions concerning the minutes. The vote was taken and the minutes were approved unanimously. The minutes are now a part of the formal meeting.

TREASURER'S REPORT

Chair Bock asked CCOC Council Secretary/Treasurer Clerk Butterfield to present the Treasurer's Report. Clerk Butterfield stated that the Treasurer's Report can be found on page 34 in the packet. She asked if there were any questions. Clerk Butterfield made a motion to approve the report. Clerk Crawford seconded the

motion. Chair Bock asked if there was any discussion. Hearing none, the vote was taken and passed unanimously.

Chair Bock presented the CCOC Committee assignments. She noted that there is continuity by keeping the same committee chairs as the current year. There were surveys sent out to all Clerks to see if there was interest to serve on the committees. She invited Clerks who would like to participate in these important committees to please sign up. The Committees are:

Budget Committee:

Chair: The Honorable Stacy M. Butterfield, CPA

Vice Chair: The Honorable Jeffrey Smith, CPA

Performance Improvement and Efficiencies Committee:

Chair: The Honorable Tara Green

Vice Chair: The Honorable Don Barbee

Legislative Committee:

Chair: The Honorable Carolyn Timmann

Vice Chair: The Honorable Ken Burke, CPA

Education Program Committee:

Chair: The Honorable Sharon R. Bock, Esq.

Vice Chair: The Honorable Tiffany Moore Russell, Esq.

Plan of Operations Committee:

Chair: The Honorable Ken Burke, CPA

Vice Chair: The Honorable Sharon R. Bock, Esq.

STANDING WORKGROUPS:

Financial Analysis & Enhancement Workgroup:

Chair: The Honorable Don Barbee

Technology Funding Workgroup:

Chair: The Honorable J.D. Peacock

Clerk Harvey Ruvin asked to be included on the Legislative Committee. Chair Bock told Clerk Ruvin to consider himself appointed.

EXECUTIVE COMMITTEE

Chair Bock began by noting that she is the Chair, Clerk Burke is the Vice-Chair and Clerk Butterfield is the Secretary/Treasurer of the Executive Committee. The Committee met on July 28, September 9, and October 31, 2016. There are three items the Committee addressed that she wanted to report to the Council.

The first item was the need for an organizational study of the CCOC office. The Committee members felt that since such a study was being conducted of the FCCC at this time it would also be beneficial to have a study also of the CCOC office. The CCOC staff sent out a request for invitation and we are currently negotiating with Evergreen Solutions, LLC to conduct the study. This study will review current staffing,

compensation, benefits, etc. The study will start soon and hopefully be done early next year. If the study is complete, a presentation with the information will be given at the next Executive Council meeting in February, 2017.

The second item was the approval of a one-time bonus for several CCOC staff. Chair Bock commended the CCOC staff for their hard work. Like a number of Clerk's staff and state employees there have been no raises provided over the last several years. This is the same case with the CCOC employees. The Committee members noted the CCOC staff in July worked numerous hours beyond the regular work week due to the extensive budget process. Clerk Butterfield noted as an example one staffer worked an extra 160 hours in July without any additional benefit. She explained that there was a position vacant, the Budget Director's position, during a very critical time when the budget was trying to get submitted, reviewed, and analyzed. Also one staff member was out sick during this time which required the other employees to take up that person's duties. Therefore the existing staff was called upon to go above and beyond the normal number of hours in the month of July. Clerk Burke noted due to the constriction of the budget cycle, the staff had to work hours in order to get the information back out to the Clerks timely. He wanted to emphasize that it is for recognition of exceptional service this year. Mr. Dew reminded the Council members that he has documentation which was provided to the CCOC Secretary/Treasurer outlining the work done by those staff and the reason the performance warranted a bonus. He noted he would share the details with anyone seeking this information and thanked the Committee for recognizing the hard work done by staff.

The last item discussed by the Committee was the need to ensure the accuracy of any budget related information provided to the Legislature well as the process. The Budget and Legislative Committees will be working together so that the data given to the State Legislature whether it is collectively or individually, it will be fully vetted by the two committees. It was also decided because of the complexities of the work we do as Clerks, instead of just sending data as a data drop, CCOC would also include the details on the methodologies used and any caveats with the information. There will also be added a place holder on all the documents informing that the data came from the CCOC. If there are questions from legislators or legislative staff, they can call CCOC for clarification.

These were the tasks that the Executive Committee took on and Chair Bock asked if there any questions. Clerk O'Neil had a question about the Executive Committee making decisions without needing a quorum vote from the Executive Council. Chair Bock explained that in the Plan of Operations allows the committee to do the business and then report to the Council. The committee only meets four times a year. Committee meetings are noticed and notes are taken. It is a proper meeting under our process.

BUDGET COMMITTEE

Chair Bock asked Clerk Butterfield to report on the Budget Committee which met on October 13th, 2016. Clerk Butterfield gave a summary of the items that were discussed.

15/16 BUDGET YEAR

For the CFY15-16 that just ended, the committee went over outstanding items. Clerk Butterfield provided a review of the revenue history for Clerks for that year. Clerk Butterfield started with actual revenues to projected revenues. Beginning of the year revenue projections were a higher number than what we re-projected in April. On page 60 in the packet, you can see we actually ended the year with \$382.5 million in revenues collected. The original revenue projection by Clerks in June 2015 was at \$412.5 million which was a huge difference than what actually came in. Clerks submitted their operational budget in the fall and lowered their projected revenue to \$404 million. In April, the Budget Committee had to come back and actually reduce the budget to clerks based on the available revenue with re-projections of \$381.4 million.

Next is the settle-up issue which is due January 25, 2017. Clerk Butterfield wanted the Council to see the charts on page 62 and 63. The first chart is the money that is due to the Trust Fund from Clerks' offices. It is a combination of unspent appropriations and/or revenue projection dollars above re-projected revenues. That net is \$8.9 million that needs to be submitted to the Trust Fund by Clerks. You now have to look at the money that is due to Clerks from the Trust Fund. The next chart shows that there is \$2.3 million due from the Trust Fund to Clerks. That is a calculation where revenue projections came in less or above and in most cases it was less than what was collected locally in the Clerks' offices and then any unspent appropriations. The net of those two numbers is \$6.6 million and that is the amount of money that can be carried forward into next year. We asked Clerks of the \$8.9 million to go ahead and send your money to the Trust Fund now and not wait until January 25th. The money is needed to make disbursements to funded Clerks in this fiscal year. Many Clerks' offices have remitted that money and Clerk Butterfield thanked those Clerks.

The third item to discuss was jury funding which the Legislature restored to the Clerks at the beginning of the state fiscal year. There has been one quarter's worth of money, \$2.9 million that was available to Clerks. The Clerks submitted their requests which was more than the \$2.9 million and the funding was based on a pro rata share. There was a report of actual expenditures for that same time period. As expected the actual expenditures were more than the \$2.9 million. The report can be found on page 69

with expenditures of \$3.4 million. And as we move into this quarter, the money has been requested. This is ongoing not quarter by quarter. Mr. Dew noted that since the funding is on a state fiscal year basis which goes from July through June that Clerks can carry over any unspent dollars from the quarter of August through September.

16/17 BUDGET YEAR

For the 16-17 fiscal year, Clerks requested more than \$466 million. The Budget Committee worked throughout the summer and had a needs based budget recommendation of \$459 million. However, Clerk Butterfield noted that we are limited by the revenue available and that is projected to be only \$422 million. On August 1 the CCOC met the statutory deadline and submitted to the Legislative Budget Commission (LBC) a request of \$422 million. This request was approved by the LBC at their September meeting. The individual allocations are there and the calculations of the funded versus depository Clerks had been made based on that individual allocation for each clerk's budget. For the operational budget, the only budget at the moment in the PABS system is the original budget the clerks submitted as of June 1st. That was the \$469 million figure. We will still need for Clerks to submit an operational budget for the 16-17 budget year that will get us to the \$422 million approved budget. Those forms are going to change from previous years. As we went through the summer process and last year's process that is the one thing that keeps coming back is the need for more transparent and accountable data. We are going to be asking for information and those operational budget forms will gather the data that is needed to be able to address Clerks' needs and actual costs. The forms will be going out soon. The revised expenditures and collection report (EC Report) form that includes each Clerks approved budget amounts has been completed and sent to clerks.

17/18 BUDGET YEAR

Clerk Butterfield asked Mr. Jason Harrell to summarize the State's fiscal outlook so the Council and Clerks could be aware of the situation heading into the 2017 Legislative session. Mr. Dew introduced Mr. Harrell as the CCOC's new Budget and Communications Director. He comes from the Florida House of Representatives where he was the Deputy Director for the Majority Office and prior to that worked for the Governor in the Office of Planning and Budgeting.

Mr. Harrell began by noting that moving into the next fiscal year and the next budget cycle, there is only a \$17 million surplus. That is a big change from recent years where there was upwards of a billion dollar surplus. The Legislature's Revenue Estimating Conference is also projecting a deficit in the following two years. The Legislature will be taking action in the upcoming session to reduce state budgets and take

actions to change the projections in the upcoming years. There will be a tighter fiscal outlook in Tallahassee in the upcoming session. Clerk Butterfield noted that the bottom line in the upcoming session is that we have a need and we have to serve that need, but realize that the clerks are going to be competing with other entities with similar needs as well.

Clerk Butterfield continued with the Peer Groups for 17-18. When we go through the budget process and as required by Statutes, there is a comparison of Clerk to Clerk in their peer group when the budget process is ongoing. It was decided that every two years there would be a review of the peer groups to make sure that the appropriate Clerks are being compared to one another. Last time it was done was two years ago. So prior to any comparisons before the next budget process, we need a review of the peer groups. The contract with a company, Economist Inc., is in the packet to be approved today. The statutes say that it is by comparison of population and cases.

Clerk Butterfield moved on to 2017-18 budget process, forms and timeline. Timeline discussion was first. As we moved along this year, the time to do the review and make recommendations was so condensed that the Budget Committee would like to consider having Clerks submit their budget request earlier than the June 1st statutory date. There is a potential budget timeframe proposal on page 81 of the packet. As you can see, looking at around May 1st to have the submittal of the budget request. We have an August 1st requirement to have it to the LBC. That will give the Budget Committee the months of June and July to have their peer group reviews and have the final recommendations to the Council for the LBC process. Clerk Butterfield will be looking for approval of this general timeline.

Out of all the Budget Peer group meetings, a list was made of all the items and summarized as to what the committee would like to research and address this year. Several of these items have already been tackled. At the Budget Committee meeting there were three workgroups that were established and found in the packet on page 82. The first workgroup is counting new cases consistently and will be led by Clerk Burke. The second workgroup will look at a base budget concept as an additional tool or resource for comparisons and will look at some concepts of establishing a base budget for all Clerks. Clerk Timmann and Clerk Smith are taking on that workgroup. The third workgroup will look at the cost and the whole concept of health care insurance. Clerk Childers will be leading that workgroup.

The action items today can be found on page 49. Clerk Butterfield summarized the Summary of Budget Actions:

- 1) Approval of CFY 2015-16 Settle-Up Calculations. CCOC staff to follow-up with Clerks owing excess to request that they remit dollars early to the trust fund.
- 2) Approval of CFY 2016-17 Operational Budget Forms with the ability for Chair Butterfield to work with CCOC staff on any additional, minor changes.

- 3) Approval of CFY 2016-17 EC Report Form.
- 4) Approval for CCOC staff to begin a peer group study contract.
- 5) Approval of work groups being established in the following CFY 2017-18 areas: budget forms and timeline, base budget concept, analyzing Clerks' benefits, and addressing the issue of counting cases consistently.
- 6) Approval for Chair Butterfield to work with CCOC staff to prioritize and organize workgroups for the list of additional studies and research projects that were discussed.

Clerk Butterfield made the motion to approve the six action items. Clerk Smith seconded the motion. Chair Bock asked if there was any discussion. Hearing none a vote was taken. The motion passed.

PERFORMANCE IMPROVEMENT AND EFFICIENCY (PIE) COMMITTEE

Chair Bock asked Clerk Green to give the PIE Committee report. The first item on the agenda is the 3rd Quarter Performance Measures Report. Clerk Green noted that there were more corrective action plans in the third quarter compared to the second quarter with a huge increase in action plans for collections. She continued by stating that in fact, 73% of the action plans were in the collections arena. A trend is starting that if the Clerks go up in one performance measure, they are then sliding in another performance measure. Clerk Green asked for a motion to approve the performance measure report and post them on the CCOC website. Clerk Butterfield made the motion and it was seconded by Clerk O'Neil. Chair Bock asked for a vote and the motion passed unanimously.

Clerk Green continued with the second item being the approval to send out the Collection Agency Report and Continuing Case Report to the Clerks for them to complete. This report goes out on December 1st and it will be used as input to the Budget Committee as extra data. An approval is all that is needed to send those reports for inputs out for distribution. These were included in the packet. Clerk O'Neil made the motion and Clerk Inzer seconded. Chair Bock called for a vote and the motion passed unanimously.

Clerk Green followed with the Performance and Accountability Clerk (PAC) Framework. There has been a lot of progress and it is actually the workgroup that has been working through PAC Framework. At one of the last meetings on October 27th and 28th, the workgroup finalized the task level. The workgroup has broken it down into program services, activities and tasks, a hierarchy of what clerks do. The three programs being criminal, civil, and traffic. There are nine services – Case Processing, Revenue Collections and Distribution, Financial Processing, Request Records & Reports, Provide Pro Se Ministerial Assistance, Technology Services for External Users, Mandated Reporting Services, Jury Management, and Administration. Next is activities and you start to get the idea of the number of tasks that are needed to do to complete each activity. For example, case processing under services which happens to be one of the

larger ones, the first is to create and maintain the court records, where there are 196 listed tasks in order to complete that one activity.

The next steps are continuing to work on the legal authority tied to the tasks the Clerks do and testing a costing methodology. It takes time to do these tasks so we are wanting to determine the cost? The workgroup is documenting how long it takes to do certain tasks. We are going to see if we can come up with a way to tie resources to the time it takes to get it done.

The workgroup is going to meet again on December 12th and 13th to continue on the legal authority as well as another agenda item that will be brought up later. In January and February, we will be identifying what duties Clerks have and what revenues are associated with them and what duties the Clerks have that have no revenue associated with them. Chair Bock asked if anyone had any questions. She noted that Clerk Green was not asking for a motion, but a vote of confidence that the workgroup is headed in the right direction. Clerk O'Neil agreed that it was wonderful to have a clerk's duty explained clearly.

The next agenda item is related to weighted workload measurement methodology. The same workgroup is working with this also. The approach is to try to hone in on weighted caseloads by sub case types with a little more detail. The list that was initially used is right off State Reporting System (SRS) case types along with 17 additional case types. The workgroup will look at weighting 1 through 10 by division and look at these cases at a sub case type level to try to further define a weight. Basically, looking for feedback if this is an exercise worth the time to keep trying to flush out the weighted workload measure. It is going to be co-dependent on Clerk Burke's work as far as counting cases. The workgroup is trying to think of a step up approach once the counting cases and business rules are in place and understood, then the group would have a link to those cases and could apply that and might have a clearer weighting on a sub case type. She is looking for some direction from the council on moving forward on the weighted workload measure and come back with an update. Clerk Inzer made the motion and Clerk O'Neil seconded to move forward with not only the case counts but also with the weighted workload. Vote was taken and the motion passed. Chair Bock thanked Clerk Green for her work and all on the workgroups.

FUNDING TECHNOLOGY WORKGROUP

Chair Bock called upon Clerk Peacock the Chair of the Technology to go over what his group has been doing. He began with saying that along with Clerk Green's PAC Framework study and using the Maturity Model tool that the Technology committee at FCCC there is going to be two different angles for strategy to

cost out the return on investment for technology. He believes proving the return on investment for automation through technology is where we are going to be able to get proper funding. With the PAC drilling down on the costing out the task, and then we see how automation can be used for that task. That is the return on investment. Over the next year, there will be a long term solution for technology spending and the return on investment. In the near term, it might be helpful to have something for this Legislative session from a strategy standpoint. He identified the loss of the 10% funding to operational costs and how the loss of those dollars for automation averages about \$8 million a year statewide. This is a small piece that we can communicate to the Legislature as a loss toward development of automation which could have been an immediate return on investment. Clerk Peacock will be working with Mr. Harrell as well as the Legislative Committee on the FCCC side to see if we can get a small piece for technology that was lost with the 10% dollars.

Chair Bock stated that the technology funding piggy backs with the PAC Framework and New Case counts. You drill down and see where technology is a most effective tool for that particular case type. Clerks need to be proactive in asking state legislators for technology money. This will move the Clerks a little bit forward which is what we have been trying to do and technology is something tangible. Chair Bock asked if there were any questions for Clerk Peacock. There were none. She thanked him for his report.

CCOC CONTRACTS

Chair Bock moved on to the CCOC contracts that are in your packet starting on page 139. Mr. Isabelle began by explaining that Section 28.35 (4), Florida Statutes authorizes the CCOC to pay expenses as necessary to perform the official duties and responsibilities of the corporation. There were five contracts for the calendar year 2016 awarded for annual financial audit, internal auditing, clerk education, technology, and budget services. In 2017, these contracts are available for an extension and he is seeking approval of the Council. The CCOC staff have reviewed the performance of the contractor's work thus far in 2016 and are recommending the contracts be extended through 2017. All the vendors have agreed to the 2017 contract extensions at their current rate and current services. Clerk Inzer made the motion to extend each of these contracts from January 1 through December 31st 2017. Clerk Butterfield seconded. Clerk O'Neil had a question. She asked if Joe Boyd was under contract. Mr. Dew stated that he is under contract but is not part of the process of an annual extension. There were no more questions and the vote was taken. The motion passed unanimously.

Mr. Isabelle continued noting that there were three new contracts he is seeking approval on. Each of the contracts are found as part of the meeting packet. The first contract is for the hiring of Evergreen Solutions to conduct an organizational study of the CCOC office. The second contract is for the hiring of the Economists Incorporated to conduct the Peer Group Review Study. The final contract is with Krizner Group to be on a retainer for human resources training and consulting as needed. There was no discussion, and vote was taken and passed unanimously.

CLERKS' ROLE IN COLLECTIONS DISCUSSION

Chair Bock moved on to the next item on the agenda which was a draft letter to Florida Supreme Court Chief Justice Labarga on the Clerk's Role in Collection. Assuring effective collection to hold individuals accountable to the ruling by the court is something that the Clerks and Courts jointly want to do. Chair Bock was going to suggest that the Financial Analysis Workgroup headed by Clerk Barbee may be a great committee to bring back to the Council a report after looking at all these ideas. Collections are a big issue and are going to come up in this year's legislative session. Not only the amount Clerks are collecting, not only the amount assessed, but also whether the collection process is being properly executed and whether or not is it fair. Chair Bock would like to turn this over to the Financial and Analysis Workgroup to report back to the Council. In the meantime she felt it was important to have a meeting with the Chief Justice to communicate better and clarify the roles of the Judges and Clerks concerning collection.

Clerk Burke stated that the Clerk is responsible for the collection effort once the Judge sets the fine and fee. The big issue that was brought up at the Budget Committee and he noted to Judge Ficarrota that it is not meant any ill intent, but there is interference by the magistrates, judges, etc. The Judges will say you have 90 days to pay, etc. They should be saying your fine is \$400 go see the clerk. Judge Ficarrota stated that he agreed with Clerk Burke and that the role of the Judge is to assess the fine or cost and the collecting is up to the Clerk. That is how he has always run it. It is certainly something he could look into. Clerk Burke continued that it was asked of Chair Bock to communicate with the Chief Justice that each role needs to be respected and it is hard for the Clerks to do their collection effort when the Judge makes up the payment plan criteria. Clerk Burke made a motion to write a letter to the Chief Justice stating that the legislature looked to the Clerks for this role and asking for any assistance in communicating this to the judiciary. Clerk Sanders seconded. Judge Ficarrota noted that there is a Chief Judges' meeting in December and he would be glad to put this on the agenda. It would be good for Chair Bock to write the letter and put it on the Chief Justice's radar. Chair Bock wanted to make it clear that the Council sees this as two different issues. One is internal issue of getting Clerks to be uniform and the other is external issue

of having the courts and the Clerks be uniform in the application of clearer intent and wording of the Florida Statutes.

A vote was taken on the motion and it passed unanimously.

REPORT ON CLERKS' TRUST FUND

Chair Bock called upon Mr. Dew to give the report on the Clerk's Trust Fund. On page 177, as you heard earlier for CFY 15-16 there was enough dollars in the trust fund to provide to the funded Clerks. The CFY 16-17 outlook is that there are settle up dollars that will help. That is necessary because the amount of money needed for the funded Clerks each month is less than the amount of revenue coming in from the depository Clerks.

Mr. Dew also wanted to point out the revenue trends. If you look at revenue trends and the case trends, the cases for CFY 15-16 compared to the previous year are down 5.6 %. The revenues are down just over 4.5% from the previous year. Also the revenue trend by division when you look at the amount of dollars that come in by each division, revenue trends show that civil traffic revenues account for 27% of the total revenues collected in CFY 15-16. When you look at the revenues per case, circuit civil revenues per case are \$412 compared to juvenile delinquency case of \$3. We have the data now to show by all 67 Clerks by month. The last item to point out is the Revenue Estimating Conference will be meeting November 16th. The Revenue Estimating Conference determines what they project will be available for Clerks. Mr. Isabelle has been working with many staff on the numbers and the revenue projection was \$386.2 million in July. We do not think that this will be going up and just wanted you to be aware of this. It may go down slightly. After we get the number Wednesday, it will be sent out to all the clerks. Mr. Dew asked Mr. Isabelle what he projected and he stated about a 1% decrease to about \$382.3 million. This is the CCOC recommendation but the Revenue Conference may be different. The dollar amounts need to be looked at from current conditions. That ended the report.

Chair Bock thanked Mr. Dew. Clerk Inzer asked if civil citations programs are showing an expansion in other cities and counties. He has not seen much in the way of articles since last year. Mr. Dew said that he had not seen any articles lately either. Lakeland has a civil citation program. Clerk Butterfield stated that she has not been capturing any data. Clerk Inzer feels that this should be monitored because it has a significant impact on the Clerks' revenues.

UPDATE ON TCBC ISSUES

Chair Bock asked Judge Ficarrotta to please give his report. He began that the Trial Court Budget Commission met on August 11th to address budget issues coming up and once again they would be focusing on employee pay, case management resources, court interpreter resources, staff attorneys and trial court technology. On November 7th, there was a conference call regarding a senior judge raise from the previous year and funding two cross judicial technology support staff in Tallahassee. He will bring the letter to the Chief Justice in December. He thinks this is another fine example of the courts and clerks working together. That concluded his report. Chair Bock thanked him.

OTHER BUSINESS

There was no other business that was brought forward.

Chair Bock noted that today was the very last meeting for Clerks Tim Sanders and Bob Inzer as members of the CCOC Executive Council. Clerk Sanders is the longest serving member of the council beginning in 2006. He has been chair of the Personnel Committee and the Plan of Operations Committee. Clerk Inzer is the second longest serving clerk and has served since 2008. Chair Bock noted that both have given so much to the CCOC Executive Council and to public service. If it was not for your work, we would not be where we are today. Mr. Dew also thanked both the retiring Clerks and noted how much each has contributed to the success of the CCOC over the years. Clerk Inzer and Clerk Sanders each spoke of their time on the Council and thanked everyone. Motion to adjourn was made by Clerk Butterfield and seconded by Clerk Crawford. The meeting was adjourned at 4:45PM.

FLORIDA CLERKS OF COURT OPERATIONS
CORPORATION

EXECUTIVE COUNCIL MEETING

FEBRUARY 27, 2017

Agenda Item #3a
Financial Statement (Audit) CFY 15/16

**FLORIDA CLERKS OF COURT
OPERATIONS CORPORATION
(A Component Unit of the State of Florida)
TALLAHASSEE, FLORIDA**



**FINANCIAL STATEMENTS
FOR THE YEAR ENDED SEPTEMBER 30, 2016**

TABLE OF CONTENTS

Page No.

INDEPENDENT AUDITOR’S REPORT	1
MANAGEMENT’S DISCUSSION AND ANALYSIS	4
BASIC FINANCIAL STATEMENTS	
Government-Wide Financial Statements	
Statement of Net Position	6
Statement of Activities.....	7
Fund Financial Statements	
Balance Sheet – Governmental Fund.....	8
Statement of Revenues, Expenditures and Changes in Fund Balance – Governmental Fund	9
Reconciliation of the Statement of Revenues, Expenditures and Changes in Fund Balance of Governmental Fund to the Statement of Activities.....	10
Notes to the Financial Statements.....	11
REQUIRED SUPPLEMENTARY INFORMATION	
Schedule of FCCOC Proportionate Share of Net Pension Liability – Florida Retirement System.....	27
Schedule of the FCCOC Contributions – Florida Retirement System.....	28
Schedule of FCCOC Proportionate Share of Net Pension Liability – Health Insurance Subsidy Program.....	29
Schedule of the FCCOC Contributions – Health Insurance Subsidy Program.....	30
Statement of Revenues, Expenditures and Changes in Fund Balance – Budget and Actual – Governmental Fund.....	31
OTHER REQUIRED REPORTS	
Independent Auditor’s Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with <i>Government Auditing Standards</i>	33
Independent Auditor’s Report on Compliance for Each Major State Project and on Internal Control Over Compliance Required by the Chapter 10.550, Rules of the Auditor General	35
Schedule of Expenditures of State Financial Assistance	37
Schedule of Findings and Questioned Costs.....	38

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
Florida Clerks of Court Operations Corporation
Tallahassee, Florida

Report on the Financial Statements

We have audited the accompanying basic financial statements of the Florida Clerks of Court Operations Corporation (a component unit of the State of Florida), as of and for the year ended September 30, 2016, and the related notes to the financial statements, which collectively comprise the basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Florida Clerks of Court Operations Corporation as of September 30, 2016, and the changes in its financial position for the year then ended, in conformity with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis information on pages 4 and 5 and the required supplementary information as listed in the table of contents be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Florida Clerks of Court Operations Corporation's basic financial statements. The accompanying schedule of expenditures of state financial assistance is presented for purposes of additional analysis as required by Chapter 10.650, *Rules of the Auditor General*, and is not a required part of the basic financial statements.

The schedule of expenditures of state financial assistance is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of state financial assistance is fairly stated, in all material respects, in relation to the basic financial statements as a whole.

To the Board of Directors
Florida Clerks of Court Operations Corporation
Page Three

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated January 20, 2017, on our consideration of the Florida Clerks of Court Operations Corporation's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Florida Clerks of Court Operations Corporation's internal control over financial reporting and compliance.

Lamigan & Associate, P.C.

Tallahassee, Florida
January 20, 2017

MANAGEMENT'S DISCUSSION AND ANALYSIS

Our discussion and analysis of the Florida Clerks of Court Operations Corporation's (the FCCOC) financial performance provides an overview of the FCCOC's financial activities for the year ended September 30, 2016. Please read it in conjunction with the FCCOC's basic financial statements, which begin on page 6.

The Florida Clerks of Court Operations Conference (the Conference) was established in 2003 by Section 28.35, *Florida Statutes*, to establish a process for the review and approval of court-related proposed budgets submitted by the respective Clerks of the Court. The 2004 session of the Florida Legislature amended Section 28.35, *Florida Statutes*, making the Conference a public corporation and changing its name to Florida Clerks of Court Operations Corporation.

During the 2009 session, the Florida Legislature changed the FCCOC from a quasi-governmental form of government to a governmental fund housed under the Justice Administrative Commission (JAC). The Florida Legislature identified a source of court fees, collected from the Clerks throughout the State, to fund the operations of the FCCOC.

Beginning on July 1, 2013, the Florida Legislature changed the structure and funding for the FCCOC. The corporation reverted back to being a separate entity with a September 30 fiscal year end and will no longer be housed under the JAC. Instead, the FCCOC will be funded pursuant to a contract with the Chief Financial Officer of the State of Florida. The employees of the corporation will still participate in the Florida Retirement System. Further, the Corporation may hire staff and pay other expenses necessary to perform the official duties and responsibilities.

The FCCOC issues basic financial statements comprised of three components: 1) government-wide financial statements, 2) fund financial statements, and 3) notes to the financial statements. The FCCOC is considered a blended component unit of the State of Florida.

The FCCOC implemented Governmental Accounting Standards (GASB) Statement No. 68, *Accounting and Financial Reporting for Pensions - an amendment to GASB Statement No. 27*, which requires employers providing a defined benefit plan to report their net pension liability. As a result of implementing this new standard, the restatement reduced the FCCOC's beginning net position by \$73,085.

MANAGEMENT'S DISCUSSION AND ANALYSIS (CONTINUED)

The following table presents the FCCOC's condensed Statement of Net Position as of September 30, 2016 and 2015, as derived from the government-wide Statement of Net Position.

Table 1 – Net Position

	2016	2015
Total Assets	\$ 840,345	\$ 792,495
Deferred Outflows of Resources	608,851	398,060
Total Liabilities	(900,925)	(543,640)
Deferred Inflows of Resources	(6,073)	(63,314)
Net Position	\$ 542,198	\$ 583,601

The following table presents the FCCOC's condensed Statement of Activities for year ended September 30, 2016 and 2015, as derived from the government-wide Statement of Activities.

Table 2 – Changes in Net Position

	2016	2015
Total Revenues	\$ 1,403,028	\$ 1,694,956
Total Expenditures	1,444,431	1,393,667
Change in Net Position	(41,403)	301,289
Net Position - Beginning of Year, as previously reported	626,942	355,397
Restatement	(43,341)	(29,744)
Net Position - Beginning of Year, as restated	583,601	325,653
Net Position Ending	542,198	626,942

Requests for Information

Questions concerning any of the information provided in this report or requests for additional information should be addressed to John Dew, Executive Director, Florida Clerks of Court Operations Corporation, 2560-102 Barrington Circle, Tallahassee, Florida 32308.

FLORIDA CLERKS OF COURT OPERATIONS CORPORATION
STATEMENT OF NET POSITION
SEPTEMBER 30, 2016

	Governmental Activities
ASSETS	
Current Assets	
Cash and Cash Equivalents	\$ 818,708
Prepaid Expenses and Other Assets	639
Noncurrent Assets	
Capital Assets:	
Equipment, Net	20,998
Total Assets	840,345
DEFERRED OUTFLOWS OF RESOURCES	
Deferred Outflows Related to Pensions	608,851
LIABILITIES	
Current Liabilities	
Accounts Payable and Accrued Liabilities	34,107
Compensated Absences - Current	13,232
Noncurrent Liabilities	
Compensated Absences	52,926
Pension Liability	800,660
Total Liabilities	900,925
DEFERRED INFLOWS OF RESOURCES	
Deferred Inflows Related to Pensions	6,073
NET POSITION	
Net Investment in Capital Assets	20,998
Unrestricted	521,200
Total Net Position	\$ 542,198

FLORIDA CLERKS OF COURT OPERATIONS CORPORATION
STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED SEPTEMBER 30, 2016

<u>Functions/Programs</u>	<u>Expenses</u>	<u>Program Revenues</u> <u>State Appropriations</u> <u>and Court Fees</u>	<u>Net (Expenses)</u> <u>Revenues and</u> <u>Changes in Net</u> <u>Assets</u>
Primary Government:			
Governmental Activities:			
State Courts	\$ 1,444,431	\$ 1,402,562	\$ (41,869)
Total Governmental Activities	<u>\$ 1,444,431</u>	<u>\$ 1,402,562</u>	(41,869)
Other Revenue			<u>466</u>
Change in Net Assets			(41,403)
Net Position - Beginning of Year, as previously reported			656,686
Restatement			<u>(73,085)</u>
Net Position - Beginning of Year, as restated			583,601
Net Position - End of Year			<u>\$ 542,198</u>

FLORIDA CLERKS OF COURT OPERATIONS CORPORATION
BALANCE SHEET
GOVERNMENTAL FUND
SEPTEMBER 30, 2016

ASSETS	<u>Special Revenue Fund</u>
Current Assets	
Cash and Cash Equivalents	\$ 818,708
Prepaid Expenses and Other Assets	<u>639</u>
Total Current Assets	<u>\$ 819,347</u>
LIABILITIES AND FUND BALANCE	
Current Liabilities	
Accounts Payable and Accrued Liabilities	\$ 34,107
Fund Balance	
Restricted Fund Balance	<u>785,240</u>
Total Liabilities and Fund Balance	<u>\$ 819,347</u>
Amounts reported for "Governmental Activities" in Statement of Net Position are different because:	
Fund Balance - Governmental Fund	\$ 785,240
Capital Assets, Net of Depreciation used in Governmental Activities, are not financial resources and therefore are not reported in the fund financial statements.	20,998
Deferred outflows and inflows of resources are not available in the current period and, therefore, are not reported in the governmentatl funds. Deferred outflows and inflows of resources at year-end consist of:	
Deferred Outflows Related to Pensions	608,851
Deferred Inflows Related to Pensions	(6,073)
Long-term liabilities, including compensated absences and pension, are not due and payable in the current period and therefore are not reported in the fund financial statements.	<u>(866,818)</u>
Net Position of Governmental Activities	<u>\$ 542,198</u>

FLORIDA CLERKS OF COURT OPERATIONS CORPORATION
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
GOVERNMENTAL FUND
FOR THE YEAR ENDED SEPTEMBER 30, 2016

	Special Revenue Fund
Revenues	
State Financial Assistance	\$ 1,402,562
Interest Income	466
	1,403,028
Total Revenues	
Expenditures	
Current:	
State Courts:	
Personnel Services	735,505
Expenses	576,028
Capital Outlay	3,810
	1,315,343
Total Expenditures	
Net Change in Fund Balance - Governmental Fund	87,685
Restricted Fund Balance, September 30, 2015	697,555
	785,240
Restricted Fund Balance, September 30, 2016	\$ 785,240

FLORIDA CLERKS OF COURT OPERATIONS CORPORATION
RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN
FUND BALANCE OF GOVERNMENTAL FUND TO THE STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED SEPTEMBER 30, 2016

Net change in Fund Balance - Governmental Fund	\$	87,685
<p>Amounts reported for Governmental Activities in the Statement of Activities are different because:</p>		
<p>Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense. This is the amount by which depreciation expense of \$6,206 exceeded capital outlay of \$3,810 in the current period.</p>		
		(2,395)
<p>Some expenses reported in the Statement of Activities do not require the use of current financial resources and therefore are not reported as expenditures in governmental funds.</p>		
Net Pension Liability		(124,797)
Decrease in Compensated Absences		(1,896)
		(41,403)
Change in Net Position of Governmental Activities	\$	(41,403)

FLORIDA CLERKS OF COURT OPERATIONS CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
SEPTEMBER 30, 2016

NOTE 1: *Summary of Significant Accounting Policies*

Reporting Entity

These financial statements are intended to present the financial position and results of operations of the Florida Clerks of Court Operations Corporation (FCCOC). The FCCOC is a blended component unit of the State of Florida and is included in the State of Florida's annual financial report. The financial statements contained herein represent the financial transactions of only the FCCOC.

The 2013 session of the Florida Legislature amended Section 28.35, *Florida Statutes*, making the Florida Clerks of Court Operations Corporation a stand-alone entity separate from the state and financed through a contract with the Department of Financial Services, effective July 1, 2013.

FCCOC is classified as a not-for-profit governmental entity whose activities are accounted for in a special revenue fund. The FCCOC has no component units.

Government-Wide and Fund Accounting

The FCCOC's financial statements have been prepared in accordance with generally accepted accounting principles prescribed by the Governmental Accounting Standards Board (GASB). GASB Statement No. 34 establishes financial reporting requirements for state and local governments throughout the United States. The financial data of the FCCOC is presented in the required GASB format as discussed on the following pages.

Government-Wide Accounting

The government-wide financial statements, including the Statement of Net Position and the Statement of Activities, report information regarding the activities of the FCCOC. Government-wide statements distinguish between government-type and business-type activities. Governmental activities, which normally are supported by taxes and intergovernmental revenues, are reported separately from business-type activities, which rely to a significant extent on fees and charges for support.

NOTE 1: *Summary of Significant Accounting Policies (continued)*

As a branch of government that does not levy taxes, the FCCOC is funded by an appropriation of the Florida Legislature through a portion of the fees collected by the Clerks of Court for filing a civil action in Circuit Court, as specified in Section 28.241, *Florida Statutes*. The government-wide financial statements present this activity as a special revenue fund.

Fund Accounting

In fund accounting, the diverse nature of governmental operations and the necessity of determining compliance with legal provisions require modification of accounting systems commonly used by commercial enterprises. The FCCOC special revenue fund is considered a separate entity with self-balancing accounts that include, where applicable, its assets, liabilities, fund equity, revenues, expenditures and other financial sources and uses.

Government Fund Type: Special Revenue Fund – Special revenue funds are used to account for the proceeds of specific revenue sources (other than special assessments or expendable trusts) that are legally restricted to expenditures for specified purposes.

GASB Statement No. 54 requires fund balance reported in the governmental fund balance sheet to be classified using a hierarchy based primarily on the extent to which a government is bound to honor constraints on the specific purposes for which amounts in those funds can be spent. Within this hierarchy, fund balance is first classified as nonspendable, then restricted, committed, assigned, and unassigned.

- *Nonspendable* – This component of fund balance consists of amounts that cannot be spent because (a) they are not expected to be converted to cash, or (b) they are legally or contractually required to remain intact. Examples of this classification are prepaid items, inventories, and principal (corpus) of an endowment fund.
- *Restricted* – This component of fund balance consists of amounts that are constrained either (a) externally by third parties (creditors, grantors, contributors, or laws or regulations of other governments), or (b) by law through constitutional provisions or enabling legislation.
- *Committed* – This component of fund balance consists of amounts that can only be used for specific purposes pursuant to constraints imposed by formal resolution of the FCCOC's board. These committed amounts cannot be used for any other purpose unless the board removes or changes the specified use by taking the same type of action employed to constrain those amounts.
- *Assigned* – This component of fund balance consists of amounts that are constrained by the FCCOC board's intent to be used for specific purposes, but are neither restricted nor committed.

The FCCOC is a special revenue fund and is a component unit of the State of Florida. The activities of the FCCOC are directed by Florida Statute. Accordingly, the fund balance is classified as restricted.

NOTE 1: Summary of Significant Accounting Policies (continued)

Net Position

Net position represents all assets, plus deferred outflows of resources, less liabilities, less deferred inflows of resources. The FCCOC does not have any amount required to be reported as deferred outflows/inflows of resources as of September 30, 2016. Net position is presented on the Statement of Net Position into the following categories:

- *Net Investment in Capital Assets* – Capital assets, net of accumulated depreciation and outstanding principal balances of debt attributable to the acquisition, construction, or improvement of those assets.
- *Restricted* – Net position subject to externally imposed stipulations on their use.
- *Unrestricted* – All remaining net position that do not meet the definition of “net investment in capital assets” or “restricted”.

When both restricted and unrestricted resources are available for the same purpose, restricted net position are considered to be used first over unrestricted net position.

Basis of Accounting

Basis of accounting refers to when revenues and expenditures are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied. The accounting and financial reporting treatment applied is determined by the type of financial statement presentation.

Measurement Focus

The government-wide statements are reported using an economic resources management focus and accrual basis of accounting. With this measurement focus, all assets and liabilities associated with the operation of governmental-type and business-type activities are included in the Statement of Net Position. Revenues are recognized when earned and expenses are recognized at the time the liabilities are incurred in the Statement of Activities. In these statements, capital assets are reported and depreciated.

In the Special Revenue Fund, revenues are based on transfers required by law and actual billings to other governmental agencies and are recognized when they become measurable and available. Expenditures are generally recognized under a modified accrual basis of accounting when the related fund liability is incurred.

Governmental funds are reported using a current financial resources measurement focus and the modified accrual basis of accounting. Their revenues are recognized when they become measurable and available as net current assets.

NOTE 1: Summary of Significant Accounting Policies (continued)

Cash

Cash consists of demand deposits held at qualified public depositories. Qualified public depositories of public funds are required to provide collateral each month pursuant to Section 280.04, Florida Statutes. The collateral is held by the Florida Division of Treasury or other custodian with full legal rights maintained by the Florida Division of Treasury to transfer ownership. Any loss not covered by the pledged securities and deposit insurance would be assessed by the Florida Division of Treasury and paid by the other public depositories. Therefore, any amount of the FCCOC's demand deposits in excess of FDIC protection would be fully insured or collateralized.

Capital Assets

In the governmental fund statements, general fixed assets are not capitalized in the funds used to acquire or construct them. Instead, capital acquisition and construction are reflected as expenditures in governmental fund types.

In the government-wide statements, tangible assets used in operations with an initial useful life that extends beyond one year and valued at more than a specified threshold are capitalized. Capital assets are recorded at historical cost if purchased or constructed. Donated capital assets are recorded at estimated fair market value at the date of donation. The cost of normal maintenance and repairs that do not add to the value of the assets or materially extend the asset lives are not capitalized. Capital assets are depreciated using the straight-line method of depreciation over their estimated useful lives (3-5 years). These assets are reported net of accumulated depreciation on the Statement of Net Position.

Deferred Inflows of Resources

Represents an acquisition of net position that applies to a future period and so will not be recognized as an inflow of resources until that time. The FCCOC has deferred inflows of resources related to pension items.

Deferred Outflows of Resources

Represents an acquisition of net assets that applies to a future period and therefore will not be recognized as an outflow of resources (expense) until that future time. The FCCOC has deferred outflows of resources related to pension items.

Support from State Government

The FCCOC received all of its support and revenue from a contract with the State of Florida's Chief Financial Officer. The contract is renewed and/or renegotiated annually. Revenue is recognized as it is received from the Department of Financial Services' CCOC Trust Fund. The CCOC Trust Fund collects court filing fees for Circuit Civil Court cases. The FCCOC receives \$4.50 from each filing fee.

NOTE 1: Summary of Significant Accounting Policies (continued)

Estimates

The preparation of these financial statements in conformity with accounting principles generally accepted in the United States of America requires FCCOC to make estimates and assumptions based on analytical methods in determining depreciation and various accruals. Actual results may differ from those estimates.

Subsequent Events

Subsequent events were evaluated through January 20, 2017, which is the date the financial statements were available to be released. As of this date, we were not aware of any other subsequent events.

New Accounting Pronouncements

Effective October 1, 2015, the FCCOC adopted the provisions of GASB Statement No. 68, *Accounting and Financial Reporting for Pensions – an amendment of GASB Statement No. 27*, and GASB Statement No. 71, *Pension Transition for Contributions Made Subsequent to the Measurement Date – an amendment of GASB Statement No. 68*. Implementation of these statements resulted in a restatement of beginning net position, deferred outflows of resources, deferred inflows of resources and the beginning net pension liability. See note 6 and note 7 for additional disclosures related to this statement.

NOTE 2: Budgetary Process

Pursuant to its Plan of Operation, FCCOC shall adopt an annual operating budget and program work plan for each fiscal year, as recommended by the Executive Council. The program work plan shall clearly outline the annual objectives of the Executive Council relative to duties and responsibilities and provide an anticipated schedule for completion of those objectives. The budget and work plan serves as the basis for funding appropriated by the Florida Legislature. The budget is adopted on the modified accrual basis of accounting.

NOTE 3: Capital Assets

Capital asset activity for the 15 month period ended September 30, 2016 was as follows:

	<u>September 30, 2015</u>	<u>Additions</u>	<u>Retirements</u>	<u>September 30, 2016</u>
Fixed Assets -				
Furniture and Equipment	\$ 87,947	\$ 3,811	\$ (12,739)	\$ 79,019
Less Accumulated Depreciation	<u>(64,554)</u>	<u>(6,206)</u>	<u>12,739</u>	<u>(58,021)</u>
Capital Assets, net	<u>\$ 23,393</u>	<u>\$ (2,395)</u>	<u>\$ -</u>	<u>\$ 20,998</u>

Depreciation expense of \$6,206 is recorded in the Statement of Activities for the government-wide statements.

NOTE 4: Operating Leases

The FCCOC has a short-term lease agreement for office space and office equipment. The lease is accounted for as an operating lease. Lease payments are recorded as expenditures of the fund when paid and incurred. Rental expenditures for the year ended September 30, 2016 was \$33,750. The remaining obligation associated with the office space is \$33,744 for the year ended September 30, 2017.

NOTE 5: Long-Term Liabilities

Long-term liability activity for the year ended September 30, 2016 is as follows:

	Beginning Balances	Additions	Payments	Ending Balances	Current Portion of Long-term Liabilities
Accrued Leave Liability	64,262	34,626	31,532	66,158	13,232
Pension Liability	-	734,387	66,273	800,660	-
Total Long-Term Debt	<u>\$ 64,262</u>	<u>\$ 769,013</u>	<u>\$ 97,805</u>	<u>\$ 866,818</u>	<u>\$ 13,232</u>

NOTE 6: Florida Retirement System Plans

Florida Retirement System:

General Information – All of the FCCOC’s employees participate in the Florida Retirement System (FRS). As provided by Chapters 121 and 112, Florida Statutes, the FRS provides two cost sharing, multiple employer defined benefit plans administered by the Florida Department of Management Services, Division of Retirement, including the FRS Pension Plan (“Pension Plan”) and the Retiree Health Insurance Subsidy (“HIS Plan”). Under Section 121.4501, Florida Statutes, the FRS also provides a defined contribution plan (“Investment Plan”) alternative to the FRS Pension Plan, which is administered by the State Board of Administration (“SBA”). As a general rule, membership in the FRS is compulsory for all employees working in a regularly established position for a state agency, county government, district school board, state university, community college, or a participating city or special district within the State of Florida. The FRS provides retirement and disability benefits, annual cost-of-living adjustments, and death benefits to plan members and beneficiaries. Benefits are established by Chapter 121, Florida Statutes, and Chapter 60S, Florida Administrative Code. Amendments to the law can be made only by an act of the Florida State Legislature.

NOTE 6: *Florida Retirement System Plans (continued)*

The State of Florida annually issues a publicly available financial report that includes financial statements and required supplementary information for the FRS. The latest available report may be obtained by writing to the State of Florida Division of Retirement, Department of Management Services, P.O. Box 9000, Tallahassee, Florida 32315-9000, or from the Web site: www.dms.myflorida.com/workforce_operations/retirement/publications.

Pension Plan

Plan Description – The Pension Plan is a cost-sharing multiple-employer defined benefit pension plan, with a Deferred Retirement Option Program (“DRO”) for eligible employees.

Benefits Provided – Benefits under the Pension Plan are computed on the basis of age, average final compensation, and service credit. For Pension Plan members enrolled before July 1, 2011, Regular class members who retire at or after age 62 with at least six years of credited service or 30 years of service regardless of age are entitled to a retirement benefit payable monthly for life, equal to 1.6% of their final average compensation based on the five highest years of salary, for each year of credited service. Vested members with less than 30 years of service may retire before age 62 and receive reduced retirement benefits. Special Risk Administrative Support class members who retire at or after age 55 with at least six years of credited service or 25 years of service regardless of age are entitled to a retirement benefit payable monthly for life, equal to 1.6% of their final average compensation based on the five highest years of salary, for each year of credited service. Special Risk class members (sworn law enforcement officers, firefighters, and correctional officers) who retire at or after age 55 with at least six years of credited service, or with 25 years of service regardless of age, are entitled to a retirement benefit payable monthly for life, equal to 3.0% of their final average compensation based on the five highest years of salary for each year of credited service. Senior Management Service class members who retire at or after age 62 with at least six years of credited service or 30 years of service regardless of age are entitled to a retirement benefit payable monthly for life, equal to 2.0% of their final average compensation based on the five highest years of salary for each year of credited service. Elected Officers’ class members who retire at or after age 62 with at least six years of credited service or 30 years of service regardless of age are entitled to a retirement benefit payable monthly for life, equal to 3.0% (3.33% for judges and justices) of their final average compensation based on the five highest years of salary for each year of credited service.

For Plan members enrolled on or after July 1, 2011, the vesting requirement is extended to eight years of credited service for all these members and increasing normal retirement to age 65 or 33 years of service regardless of age for Regular, Senior Management Service, and Elected Officers’ class members, and to age 60 or 30 years of service regardless of age for Special Risk and Special Risk Administrative Support class members. Also, the final average compensation for all these members will be based on the eight highest years of salary.

As provided in Section 121.101, Florida Statutes, if the member is initially enrolled in the Pension Plan before July 1, 2011, and all service credit was accrued before July 1, 2011, the annual cost-of-living adjustment is three percent per year. If the member is initially enrolled before July 1, 2011, and has service credit on or after July 1, 2011, there is an individually calculated cost-of-living adjustment. The annual cost-of-living adjustment is a proportion of three percent determined by dividing the sum of the pre-July 2011 service credit by the total service credit at retirement multiplied by three percent. Plan members initially enrolled on or after July 1, 2011, will not have a cost-of-living adjustment after retirement.

NOTE 6: Florida Retirement System Plans (continued)

In addition to the above benefits, the DROP program allows eligible members to defer receipt of monthly retirement benefit payments while continuing employment with a FRS employer for a period not to exceed 60 months after electing to participate. Deferred monthly benefits are held in the FRS Trust Fund and accrue interest. There are no required contributions by DROP participants.

Contributions – Effective July 1, 2011, all enrolled members of the FRS, other than DROP participants, are required to contribute three percent of their salary to the FRS. In addition to member contributions, governmental employers are required to make contributions to the FRS based on state-wide contribution rates established by the Florida Legislature. These rates are updated as of July 1 of each year. The employer contribution rates by job class for the periods from October 1, 2015 through June 30, 2016 and from July 1, 2016 through September 30, 2016, respectively, were as follows: Regular—7.26% and 7.52%; Senior Management Service—21.43% and 21.77%; and DROP participants—12.88% and 12.99%. These employer contribution rates include 1.66% and 1.66% HIS Plan subsidy for the periods October 1, 2015 through June 30, 2016 and from July 1, 2016 through September 30, 2016, respectively.

The FCCOC’s contributions, including employee contributions, to the Pension Plan totaled \$57,696 for the fiscal year ended September 30, 2016.

The FCCOC’s recognizes pension liabilities, pension expense and deferred outflows of resources and deferred inflows of resources related to pensions on the accrual basis of accounting. At September 30, 2016, the FCCOC reported a liability of \$604,194 for their proportionate share of the Pension Plan’s net pension liability. The net pension liability was measured as of June 30, 2016, and the total pension liability used to calculate the net pension liability was determined by an actuarial valuation as of July 1, 2016. The FCCOC’s proportionate share of the net pension liability was based on the FCCOC’s 2015-16 fiscal year contributions relative to the 2015-16 fiscal year contributions of all participating members. At June 30, 2016, the FCCOC’s proportionate share for all funds was .0024 percent, which was an increase of .0005 percent from its proportionate share measured as of June 30, 2015.

For the fiscal year ended September 30, 2016, the FCCOC recognized pension expense of \$154,266. In addition, these activities reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	FRS Pension	
	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences Between Expected and Actual Experience	\$ 46,262	\$ 5,625
Changes of Assumptions	36,552	-
Net Difference Between Projected and Actual Earnings on Pension Plan Investments	156,177	-
Changes in Proportion and Differences Between Pension Plan Contributions and Proportionate Share of Contributions	233,703	-
Pension Plan Contributions Subsequent to the Measurement Date	14,230	-
Total	\$ 486,924	\$ 5,625

NOTE 6: Florida Retirement System Plans (continued)

The Pension Plan's deferred outflows of resources related to the FCCOC's contributions to the Plan subsequent to the measurement date, totaling \$14,230 will be recognized as a reduction of the net pension liability in the fiscal year ended September 30, 2016. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to the Pension Plan will be recognized in pension expense as follows:

Year ended June 30:	FRS Amount
2017	\$ 64,336
2018	64,336
2019	186,200
2020	127,434
2021	18,744
Thereafter	<u>6,018</u>
Total	<u><u>\$ 467,069</u></u>

Actuarial Assumptions – The total pension liability in the June 30, 2016 actuarial valuation was determined using the following actuarial assumption, applied to all period included in the measurement:

Inflation	2.60 %
Salary increases	3.25%, average, including inflation
Investment rate of return	7.60%, net of pension plan investment expense, including inflation

Mortality rates were based on the Generational RP-2000 with Projection Scale BB tables.

The actuarial assumptions used in the July 1, 2016, valuation were based on the results of an actuarial experience study for the period July 1, 2008 through June 30, 2013.

The long-term expected rate of return on Pension Plan investments was not based on historical returns, but instead is based on a forward-looking capital market economic model. The allocation policy's description of each asset class was used to map the target allocation to the asset classes shown below. Each asset class assumption is based on a consistent set of underlying assumptions and includes an adjustment for the inflation assumption. The target allocation and best estimates of arithmetic and geometric real rates of return for each major asset class are summarized in the following table:

NOTE 6: Florida Retirement System Plans (continued)

<u>Asset Class</u>	<u>Target Allocation (1)</u>	<u>Annual Arithmetic Return</u>	<u>Compound Annual (Geometric) Return</u>	<u>Standard Deviation</u>
Cash	1%	3.0%	3.0%	1.7%
Fixed Income	18%	4.7%	4.6%	4.6%
Global Equity	53%	8.1%	6.8%	17.2%
Real Estate (Property)	10%	6.4%	5.8%	12.0%
Private Equity	6%	11.5%	7.8%	30.0%
Strategic Investment	12%	6.1%	5.6%	11.1%
Total	<u>100%</u>			
Assumed Inflation - Mean		2.6%		1.9%

(1) As outlined in the Pension Plan's investment policy

Discount Rate – The discount rate used to measure the total pension liability was 7.60%. The Pension Plan's fiduciary net position was projected to be available to make all projected future benefit payments of current active and inactive employees. Therefore, the discount rate for calculation of the total pension liability is equal to the long-term expected rate of return.

Sensitivity of the FCCOC's Proportionate Share of the Net Position Liability to Changes in the Discount Rate – The following represents the FCCOC's proportionate share of the net pension liability calculated using the discount rate of 7.60%, as well as what the proportionate share of the net pension liability would be if it were calculated using a discount rate that is one percentage point lower (6.60%) or one percentage point higher (8.60%) than the current rate:

	FRS Net Pension Liability		
	1% Decrease (6.60%)	Current Discount Rate (7.60%)	1% Increase (8.60%)
Proportionate Share of the Net Pension Plan Liability	\$ 1,112,362	\$ 604,194	\$ 181,211

Pension Plan Fiduciary Net Position – Detailed information regarding the Pension Plan's fiduciary net position is available in the separately issued FRS Pension Plan and Other State-Administered Systems Comprehensive Annual Financial Report.

NOTE 6: *Florida Retirement System Plans (continued)*

HIS Plan

Plan Description – The HIS Plan is a cost-sharing multiple-employer defined benefit pension plan established under Section 112.363, Florida Statutes, and may be amended by the Florida legislature at any time. The benefit is a monthly payment to assist retirees of State-administered retirement systems in paying their health insurance costs and is administered by the Florida Department of Management Services, Division of Retirement.

Benefits Provided – For the fiscal year ended September 30, 2016, eligible retirees and beneficiaries received a monthly HIS payment of \$5 for each year of creditable service completed at the time of retirement, with a minimum HIS payment of \$30 and a maximum HIS payment of \$150 per month. To be eligible to receive these benefits, a retiree under a State-administered retirement system must provide proof of health insurance coverage, which may include Medicare.

Contributions – The HIS Plan is funded by required contributions from FRS participating employers as set by the Florida Legislature. Employer contributions are a percentage of gross compensation for all active FRS members. For the fiscal year ended September 30, 2016, the HIS contribution for the period October 1, 2015 through June 30, 2016 and from July 1, 2016 through September 30, 2016 was 1.66% and 1.66%, respectively. The FCCOC contributed 100% of its statutorily required contributions for the current and preceding three years. HIS Plan contributions are deposited in a separate trust fund from which payments are authorized. HIS Plan benefits are not guaranteed and are subject to annual legislative appropriation. In the event legislative appropriation or available funds fail to provide full subsidy benefits to all participants, benefits may be reduced or cancelled.

The FCCOC's contributions to the HIS Plan totaled \$8,577 for the fiscal year ended September 30, 2016.

Pension Liabilities, Pension Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions – The basis of accounting and financial reporting of the FCCOC's HIS Plan is identical to that of the FCCOC's Pension Plan. At September 30, 2016, the FCCOC reported a liability of \$196,466 for their proportionate share of the FCCOC's HIS Plan's net pension liability. The net pension liability was measured as of June 30, 2016, and the total pension liability used to calculate the net pension liability was determined by an actuarial valuation as of July 1, 2016. The FCCOC's proportionate share of the net pension liability was based on the FCCOC's 2015-16 fiscal year contributions relative to the 2015-16 fiscal year contributions of all participating members. At June 30, 2016, the FCCOC's proportionate share of all funds was .00017 percent, which was an increase of .0001 percent from its proportionate share measured as of June 30, 2015.

For the fiscal year ended September 30, 2016, the FCCOC recognized pension expense of \$36,802. In addition, these activities reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

NOTE 6: Florida Retirement System Plans (continued)

	HIS Pension	
	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences Between Expected and Actual Experience	\$ -	\$ 447
Changes of Assumptions	30,830	-
Changes in Proportion and Differences Between HIS Plan Contributions and Proportionate Share of Contributions	88,692	-
HIS Plan Contributions Subsequent to the Measurement Date	2,305	-
Total	\$ 121,827	\$ 447

The deferred outflows of resources related to the HIS Plan resulting from the FCCOC's contributions to the HIS Plan subsequent to the measurement date, totaling \$2,305, will be recognized as a reduction of the net pension liability in the fiscal year ended September 30, 2016. Other amounts reported as deferred outflows of resources related to the HIS Plan will be recognized as pension expense as follows:

Year ended June 30:	HIS Amount
2017	\$ 21,322
2018	21,322
2019	21,248
2020	21,213
2021	18,352
Thereafter	15,617
Total	\$ 119,075

Actuarial Assumptions – The total pension liability in the July 1, 2016, actuarial valuation was determined using the following actuarial assumptions, applied to all periods included in the measurement:

Inflation	2.60 %
Salary increases	3.25%, average, including inflation
Municipal bond rate	2.85 %

Mortality rates were based on the Generational RP-2000 with Projection Scale BB tables.

The actuarial assumptions used in the July 1, 2016, valuation were based on the results of an actuarial experience study for the period July 1, 2008 through June 30, 2013.

NOTE 6: Florida Retirement System Plans (continued)

Discount Rate – The discount rate used to measure the total pension liability was 2.85%. In general, the discount rate for calculating the total pension liability is equal to the single rate equivalent to discounting at the long-term expected rate of return for benefit payments prior to the projected depletion date. Because the HIS benefit is essentially funded on a pay-as-you-go basis, the depletion date is considered to be immediate, and the single equivalent discount rate is equal to the municipal bond rate selected by the HIS Plan sponsor. The Bond Buyer General Obligation 20-Bond Municipal Bond Index was adopted as the applicable municipal bond index.

Sensitivity of the FCCOC’s Proportionate Share of the Net Position Liability to Changes in the Discount Rate – The following represents the FCCOC’s proportionate share of the net pension liability calculated using the discount rate of 2.85%, as well as what the proportionate share of the net pension liability would be if it were calculated using a discount rate that is one percentage point lower (1.85%) or one percentage point higher (3.85%) than the current rate:

	HIS Net Pension Liability		
	1% Decrease (1.85%)	Current Discount Rate (2.85%)	1% Increase (3.85%)
Proportionate Share of the Net HIS Plan Liability	\$ 225,391	\$ 196,466	\$ 172,460

Pension Plan Fiduciary Net Position – Detailed information regarding the HIS Plan’s fiduciary net position is available in the separately issued FRS Pension Plan and Other State-Administered Systems Comprehensive Annual Financial Report.

NOTE 6: *Florida Retirement System Plans (continued)*

Investment Plan

The SBA administers the defined contribution plan officially titled the FRS Investment Plan. The Investment Plan is reported in the SBA's annual financial statements and in the State of Florida Comprehensive Annual Financial Report.

As provided in Section 121.4501, Florida Statutes, eligible FRS members may elect to participate in the Investment Plan in lieu of the FRS defined benefit plan. County employees participating in DROP are not eligible to participate in the Investment Plan. Employer and employee contributions, including amounts contributed to individual member's accounts, are defined by law, but the ultimate benefit depends in part on the performance of investment funds. Benefit terms, including contribution requirements, for the Investment Plan are established and may be amended by the Florida Legislature. The Investment Plan is funded with the same employer and employee contribution rates that are based on salary and membership class (Regular Class, Elected County Officers, etc.), as the Pension Plan. Contributions are directed to individual member accounts, and the individual members allocate contributions and account balances among various approved investment choices. Costs of administering the Investment Plan, including the FRS Financial Guidance Program, are funded through an employer contribution of 0.04 and 0.06 percent of payroll and by forfeited benefits of plan members for the periods October 1, 2015 through June 30, 2016 and from July 1, 2016 through September 30, 2016, respectively. Allocations to the investment member's accounts during the 2015-16 fiscal year, as established by Section 121.72, Florida Statutes, are based on a percentage of gross compensation, by class, as follows: Regular class 6.30% and Senior Management Service class 7.67%.

For all membership classes, employees are immediately vested in their own contributions and are vested after one year of service for employer contributions and investment earnings. If an accumulated benefit obligation for service credit originally earned under the Pension Plan is transferred to the Investment Plan, the member must have the years of service required for Pension Plan vesting (including the service credit represented by the transferred funds) to be vested for these funds and the earnings on the funds. Nonvested employer contributions are placed in a suspense account for up to five years. If the employee returns to FRS-covered employment within the five-year period, the employee will regain control over their account. If the employee does not return within the five-year period, the employee will forfeit the accumulated account balance. For the fiscal year ended September 30, 2016, the information for the amount of forfeitures was unavailable from the SBA; however, management believes that these amounts, if any, would be immaterial to the FCCOC.

After termination and applying to receive benefits, the member may rollover vested funds to another qualified plan, structure a periodic payment under the Investment Plan, receive a lump-sum distribution, leave the funds invested for future distribution, or any combination of these options. Disability coverage is provided; the member may either transfer the account balance to the Pension Plan when approved for disability retirement to receive guaranteed lifetime monthly benefits under the Pension Plan, or remain in the Investment Plan and rely upon that account balance for retirement income.

The FCCOC's Investment Plan pension expense totaled \$7,169 for the fiscal year ended September 30, 2016.

NOTE 7: Restatement

The restatement resulted from the implementation of GASB Statement No. 68, *Accounting and Financial Reporting for Pensions – an amendment of GASB Statement No. 27*, and GASB Statement No. 71, *Pension Transition for Contributions Made Subsequent to the Measurement Date – an amendment of GASB Statement No. 68*, which required employers providing a defined benefit pension plan to report the net pension liabilities of the plans. The beginning net position was restated as shown below for fiscal year 2016:

Net position, beginning of year, as previously reported	\$	656,686
Restatements:		
Net pension liability		(407,831)
Deferred outflow for contributions made subsequent to measurement date		17,256
Other Deferred Inflows and Outflows		317,490
Net position, beginning of year, as restated	\$	<u>583,601</u>

**REQUIRED SUPPLEMENTARY
INFORMATION**

FLORIDA CLERKS OF COURT OPERATIONS CORPORATION
SCHEDULE OF THE FCCOC PROPORTIONATE SHARE OF NET PENSION LIABILITY
FLORIDA RETIREMENT SYSTEM
LAST TEN FISCAL YEARS*

	<u>2016</u>	<u>2015</u>	<u>2014</u>
FCCOC's proportion of the net pension liability	0.002392839%	0.001867358%	0.001691518%
FCCOC's proportionate share of the net pension liability	\$ 604,194	\$ 241,194	\$ 103,207
FCCOC's covered-employee payroll	\$ 409,397	\$ 454,756	\$ 422,595
FCCOC's proportionate share of the net pension liability as a percentage of its covered-employee payroll	147.58%	53.04%	24.42%
Plan fiduciary net position as a percentage of the total pension liability	84.88%	92.00%	96.09%

* The amounts presented for each fiscal year were determined as of 6/30.
No data is available for the previous seven years.

**FLORIDA CLERKS OF COURT OPERATIONS CORPORATION
SCHEDULE OF THE FCCOC'S CONTRIBUTIONS
FLORIDA RETIREMENT SYSTEM
LAST TEN FISCAL YEARS***

	2016	2015	2014
Contractually required contribution	\$ 58,353	\$ 45,528	37,051
Contributions in relation to the contractually required contribution	(58,353)	(45,528)	(37,051)
Contribution deficiency (excess)	\$ -	\$ -	\$ -
FCCOC's covered-employee payroll	\$ 409,397	\$ 29,097,726	\$ 28,100,694
Contributions as a percentage of covered-employee payroll	14.25%	0.16%	0.13%

* The amounts presented for each fiscal year were determined as of 6/30.
No data is available for the previous seven years.

**FLORIDA CLERKS OF COURT OPERATIONS CORPORATION
SCHEDULE OF THE FCCOC PROPORTIONATE SHARE OF NET PENSION LIABILITY
HEALTH INSURANCE SUBSIDY PROGRAM
LAST TEN FISCAL YEARS***

	<u>2016</u>	<u>2015</u>	<u>2014</u>
FCCOC's proportion of the net pension liability	0.001685738%	0.001633944%	0.001527621%
FCCOC's proportionate share of the net pension liability	\$ 196,466	\$ 166,637	\$ 142,836
FCCOC's covered-employee payroll	\$ 409,397	\$ 454,756	\$ 422,595
FCCOC's proportionate share of the net pension liability as a percentage of its covered-employee payroll	47.99%	36.64%	33.80%
Plan fiduciary net position as a percentage of the total pension liability	0.97%	0.50%	0.99%

* The amounts presented for each fiscal year were determined as of 6/30.
No data is available for the previous seven years.

**FLORIDA CLERKS OF COURT OPERATIONS CORPORATION
SCHEDULE OF THE FCCOC'S CONTRIBUTIONS
HEALTH INSURANCE SUBSIDY PROGRAM
LAST TEN FISCAL YEARS***

	<u>2016</u>	<u>2015</u>	<u>2014</u>
Contractually required contribution	\$ 8,640	\$ 6,246	\$ 5,233
Contributions in relation to the contractually required contribution	(8,640)	(6,246)	(5,233)
Contribution deficiency (excess)	\$ -	\$ -	\$ -
FCCOC's covered-employee payroll	\$ 409,397	\$ 29,097,726	\$ 28,100,964
Contributions as a percentage of covered-employee payroll	2.11%	0.02%	0.02%

* The amounts presented for each fiscal year were determined as of 6/30.
No data is available for the previous seven years.

FLORIDA CLERKS OF COURT OPERATIONS CORPORATION
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
BUDGET AND ACTUAL - GOVERNMENTAL FUND
FOR THE YEAR ENDED SEPTEMBER 30, 2016

	<u>Governmental Fund</u>			
	<u>Special Revenue</u>			
	<u>Budgeted Amounts</u>			Variance - Favorable (Unfavorable)
	<u>Original</u>	<u>Final</u>	<u>Actual</u>	
Revenues:				
State Financial Assistance	\$ 1,617,097	\$ 1,617,097	\$ 1,402,562	\$ (214,535)
Interest Income	-	-	466	466
Total Revenues	<u>1,617,097</u>	<u>1,617,097</u>	<u>1,403,028</u>	<u>(214,069)</u>
Expenditures:				
Current				
State Courts:				
Personnel Services	821,949	821,949	735,505	86,444
Expenses	795,148	795,148	576,028	219,120
Operating Capital Outlay	-	-	3,810	(3,810)
Total Expenditures	<u>1,617,097</u>	<u>1,617,097</u>	<u>1,315,343</u>	<u>301,754</u>
 Net Change in Fund Balance - Governmental Fund	 <u>-</u>	 <u>-</u>	 87,685	 <u>87,685</u>
Restricted Fund Balance, Beginning of Year			<u>697,555</u>	
Restricted Fund Balance, End of Year			<u>\$ 785,240</u>	

**REPORTS REQUIRED UNDER
GOVERNMENT AUDITING STANDARDS
AND CHAPTER 10.550, RULES OF
THE AUDITOR GENERAL**

**INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL
OVER FINANCIAL REPORTING AND ON COMPLIANCE
AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL
STATEMENTS PERFORMED IN ACCORDANCE WITH
GOVERNMENT AUDITING STANDARDS**

To the Board of Directors
Florida Clerks of Court Operations Corporation
Tallahassee, Florida

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards issued by the Comptroller General of the United States, the financial statements of the Florida Clerks of Court Operations Corporation, as of and for the year ended September 30, 2016, and the related notes to the financial statements, which collectively comprise Florida Clerks of Court Operations Corporation's basic financial statements, and have issued our report thereon dated January 20, 2017.

Internal Control Over Financial Reporting

In planning and performing our audit, we considered the Florida Clerks of Court Operations Corporation's internal control over financial reporting as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Florida Clerks of Court Operations Corporation's internal control over financial reporting. Accordingly, we do not express an opinion on the effectiveness of the Florida Clerks of Court Operations Corporation's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

To the Board of Directors
Florida Clerks of Court Operations Corporation
Page Two

Our consideration of internal control over financial reporting was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over financial reporting that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control over financial reporting that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Florida Clerks of Court Operations Corporation's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Lanigan & Associates, P.C.

Tallahassee, Florida
January 20, 2017

**INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE FOR
EACH MAJOR STATE PROJECT AND ON INTERNAL CONTROL
OVER COMPLIANCE REQUIRED BY CHAPTER 10.550,
RULES OF THE AUDITOR GENERAL**

To the Board of Directors
Florida Clerks of Court Operations Corporation
Tallahassee, Florida

Report on Compliance for Each Major State Project

We have audited Florida Clerks of Court Operations Corporation's compliance with the types of compliance requirements described in the *Department of Financial Service's State Projects Compliance Supplement* that could have a direct and material effect on each of the Florida Clerks of Court Operations Corporation's major state projects for the year ended September 30, 2016. Florida Clerks of Court Operations Corporation's major state projects are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

Management's Responsibility

Management is responsible for compliance with the requirements of laws, regulations, contracts, and grants applicable to its major state projects.

Auditor's Responsibility

Our responsibility is to express an opinion on compliance for each of Florida Clerks of Court Operations Corporation's major State projects based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and Chapter 10.550, Rules of the Auditor General. Those standards and Chapter 10.550, Rules of the Auditor General, require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major State project occurred. An audit includes examining, on a test basis, evidence about Florida Clerks of Court Operations Corporation's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major State project. However, our audit does not provide a legal determination of the Florida Clerks of Court Operations Corporation's compliance.

Opinion on Each Major State Project

In our opinion, Florida Clerks of Court Operations Corporation complied, in all material respects, with the compliance requirements referred to above that could have a direct and material effect on each of its major state projects for the year ended September 30, 2016.

Report on Internal Control over Compliance

Management of Florida Clerks of Court Operations Corporation is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered the Florida Clerks of Court Operations Corporation's internal control over compliance with the types of requirements that could have a direct and material effect on each major State project to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major State project and to test and report on internal control over compliance in accordance with Chapter 10.550, Rules of the Auditor General, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the Florida Clerks of Court Operations Corporation's internal control over compliance.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a State project on a timely basis. *A material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a State project will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency in internal control over compliance* is a deficiency, or as combination of deficiencies, in internal control over compliance with the type of compliance requirement of a State project that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses, or significant deficiencies. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and results of that testing based on the requirements of Chapter 10.550, Rules of the Auditor General. Accordingly, this report is not suitable for any other purpose.

Lanigan & Associates, P.C.

Tallahassee, Florida
January 20, 2017

FLORIDA CLERKS OF COURT OPERATIONS CORPORATION
SCHEDULE OF EXPENDITURES OF STATE FINANCIAL ASSISTANCE
FOR THE YEAR ENDED SEPTEMBER 30, 2016

	<u>CSFA Number</u>	<u>Contract Number</u>	<u>Expenditures</u>
<u>STATE:</u>			
<u>State of Florida, Department of Financial Services</u>			
FCCOC/CFO Contract	N/A	N/A	1,444,431
TOTAL STATE FINANCIAL ASSISTANCE EXPENDED			\$ 1,444,431

NOTES:

- (1) The Schedule of Expenditures of State Financial Assistance was prepared on the accrual basis of accounting.
- (2) The program does not utilize sub-recipients.

**FLORIDA CLERKS OF COURT OPERATIONS CORPORATION
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
FOR THE YEAR ENDED SEPTEMBER 30, 2016**

SECTION I - SUMMARY OF AUDIT RESULTS

1. Type of Audit Report issued on the Financial Statements

Unmodified

2. Significant Deficiencies and/or Material Weaknesses in Internal Control

None noted

3. Noncompliance Material to Audited Financial Statements

Audit disclosed no material instances of noncompliance

4. Significant Deficiencies and/or Material Weaknesses in Internal Control Over the Major State Project

None noted

5. Type of Audit Report Issued on Compliance with Requirements that Could Have a Direct and Material Effect on Each Major State Project

Unmodified Opinion

6. Audit Findings Relative to the Major State Project

The audit disclosed no findings required to be reported under Major State Projects

7. Major State Projects

State Project

State of Florida, Department of Financial Services
FCCOC/CFO Contract

8. Threshold

The threshold for distinguishing Type A or Type B programs was \$300,000

9. Auditee Risk Assessment

The organization qualified as a low risk auditee

**FLORIDA CLERKS OF COURT OPERATIONS CORPORATION
SUMMARY SCHEDULE OF FINDINGS AND QUESTIONED COSTS (Continued)
FOR THE YEAR ENDED SEPTEMBER 30, 2016**

SECTION II – FINANCIAL STATEMENT FINDINGS

None Reported.

SECTION III – STATE PROJECT FINDINGS AND QUESTIONED COSTS

None Reported.

SECTION IV – PRIOR YEAR AUDIT FINDINGS

None Reported.

CCOC Budgetary Report
County Fiscal Year 2016 - 2017
(October 1, 2016 - September 30, 2017)

	Budget Category Amount	Oct	Nov	Dec	Jan	Year to Date Expenditures	(%) of Budget Expended	
CCOC STAFF:	\$799,949.00	\$63,996.58	\$64,524.04	\$63,418.46	\$63,570.71	\$255,509.79	31.94%	
OPS STAFF:	\$22,000.00	\$1,199.00	\$1,320.00	\$869.00	\$478.50	\$3,866.50	17.58%	
GENERAL EXPENSES:	\$92,761.00	\$6,601.21	\$5,227.79	\$5,456.06	\$4,176.09	\$21,461.15	23.14%	
TRAVEL:	\$60,400.00	\$3,130.40	\$3,979.03	\$1,777.58	\$753.67	\$9,640.68	15.96%	
STAFF TRAINING:	\$5,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	
CONTRACTUAL EXPENSES:	\$282,454.00	\$3,688.75	\$11,716.25	\$14,258.75	\$21,926.50	\$51,590.25	18.27%	
EDUCATION SERVICES	\$354,533.00		\$12,590.00	\$73,950.00	\$59,590.00	\$146,130.00	41.22%	
TOTALS:	\$1,617,097.00	\$0.00	\$78,615.94	\$99,357.11	\$159,729.85	\$150,495.47	\$488,198.37	30.19%

*CCOC has the authority to revise category amounts due to established Legislative Budget Authority.

FLORIDA CLERKS OF COURT OPERATIONS
CORPORATION

EXECUTIVE COUNCIL MEETING

FEBRUARY 27, 2017

Agenda Item #3b
CFY 16/17 Monthly Financial Report

FLORIDA CLERKS OF COURT OPERATIONS
CORPORATION

EXECUTIVE COUNCIL MEETING

FEBRUARY 27, 2017

STATUS OF PEER GROUP REVIEW STUDY

Agenda Item 5

Executive Council Meeting

February 27, 2017

Date: February 27, 2017

Subject: Agenda Item 5: Status of Peer Group Review Study

Committee Action:

For informational purposes only.

Overview/Background:

During the December 7, 2016 Budget Committee meeting, consultant Bo Shippen, from Economist, Inc., provided an updated to the committee on the progress of the peer group review study.

He provided a review of the 2012 and 2014 reports and discussed challenges encountered in modeling the previous reports, model changes under consideration for the 2016 report, and additional suggestions that have been brought forward by Clerks and CCOC staff. The committee then had an opportunity to comment, provide suggestions, or ask questions.

Chair Butterfield and committee members indicated that it was very important to get feedback from all clerks on this project. CCOC staff advised that on November 22, 2016, an email was sent to select clerks staff asking for feedback on the peer group process. At the meeting, Chair Butterfield advised that post meeting she would ask the CCOC to reach out to all clerks for feedback on the peer group review process. Clerk Smith made a motion for a memo to be sent to Clerks from Chair Butterfield, asking for any input regarding the peer group review study to be submitted to CCOC by close of business December 16th.

Actions Taken:

On December 12, 2017 Jason Harrell, CCOC Budget and Communications Director, sent an email to all clerks with a memo from Chair Butterfield requesting their feedback on input to be provided to the consultant for the peer group study (see attached). Throughout December comments were received and provided to the consultant for review. In all, over a dozen clerks' offices provided their thoughts and ideas.

Throughout January, CCOC staff continued to work with Mr. Shippen providing information for the study. On February 3, 2017, CCOC staff, John Dew, Doug Isabelle, and Jason Harrell met with Mr. Shippen to receive a status update. Mr. Shippen indicated that he would continue his work, taking into account all the feedback and input from clerks and CCOC staff, with the goal of presenting a draft report at the March Budget Committee meeting.

Subsequently, CCOC staff provided updates to Chair Butterfield as needed. The intent is for Mr. Shippen to present to the Budget Committee on March 15, 2017.



Our Mission:

As a governmental organization created by the Legislature, we evaluate Clerks' court-related budgetary needs, and recommend the fair and equitable allocation of resources needed to sustain court operations.

Attachments:

12/12/17 Email from Jason Harrell, CCOC Budget and Communications Director, to all Clerks.
Memo from Chair Butterfield to all clerks.
Peer Group Study PowerPoint Presentation from Dec. 7th Budget Committee meeting

Committee consideration:

N/A

Lead Staff:

Jason Harrell, CCOC Budget and Communications Director

Jason Harrell

From: Jason Harrell
Sent: Monday, December 12, 2016 2:04 PM
To: Court Clerks
Cc: FL CCOC Staff; 'stacybutterfield@polk-county.net'
Subject: Request for Input for Peer Group Review Study
Attachments: MEMO - Peer Group Review Feedback.pdf

Good Afternoon, Clerks:

Please see the attached memo from Chair Butterfield requesting your input for the peer group study. Your comments will be provided to the consultant in order to assist with the study. As stated in the memo, please provide your thoughts/comments to me by Friday December 16th. If you have any questions or concerns, please let me know.

Sincerely,

Jason Harrell
Budget and Communications Director
Florida Clerks of Court Operations Corporation
850-386-2223

FLORIDA CCOC

Clerks of Court
Operations Corporation



Memorandum

Honorable Sharon R. Bock, Esq.
Palm Beach County
Chair

Honorable Ken Burke, CPA
Pinellas County
Vice Chair

Honorable Stacy Butterfield, CPA
Polk County Clerk
Secretary/Treasurer

Honorable John Crawford
Nassau County

Honorable Bob Inzer
Leon County

Honorable Harvey Ruvin
Dade County

Honorable Tim Sanders
Madison County

Honorable Jeffrey R. Smith, CPA
Indian River County

Supreme Court
Honorable Ron Ficarrotta
13th Judicial Circuit Judge

Senate
Honorable Kyle Hudson
Holmes County

House
Honorable Paula S. O'Neil Ph.D
Pasco County

Joe Boyd, Esq.
General Counsel

John Dew
Executive Director

2560-102 Barrington Circle
Tallahassee, Florida 32308
Phone: 850.386.2223
Fax: 850.386.2224

Date: December 12, 2016

To: Clerks of Court

From: Stacy Butterfield, CPA, Chair, CCOC Budget Committee

Subject: Request for input for Peer Group Review Study

One of the issues that is of interest to many Clerks is our current peer groups. As you are probably aware, at the October 13th meeting the Budget Committee directed CCOC staff to proceed with haste, within rules and guidelines of contracts, to acquire a firm to conduct a peer group study. In response, CCOC contracted with the economist that conducted our previous two studies, Bo Shippen, who is now with the firm, Economist Inc. During the December 7th Budget Committee meeting, Mr. Shippen provided an update to the committee. The consultant indicated that he is taking into consideration many factors that may create variances among counties, aside from just cases and population (e.g. inmate population, income levels, weighted cases, etc.). Clerks in attendance were able to ask questions and make comments. I have included a copy of the presentation in this email.

As we move forward on this study, the committee believes that it would be extremely beneficial to get feedback from as many Clerk's Offices as possible. This information will then be provided to the consultant to assist him in his study. We would greatly appreciate it if you would please provide any thoughts or suggestions you may have regarding our current peer groupings, methodology, and variables that you believe may need to be considered (or considered differently) in the study to Jason Harrell, CCOC Budget and Communications Director, by December 16, 2016. I appreciate your thoughts and input on this important issue. The consultant plans to have a preliminary report completed sometime in January, and I will keep you informed of our progress as we continue to work on this matter. If you have any questions or concerns, please contact CCOC staff.

CCOC Mission Statement: "As a governmental organization created by the Legislature, we evaluate Clerks' court-related budgetary needs, and recommend the fair and equitable allocation of resources needed to sustain court operations."

Jason Harrell

From: Jason Harrell
Sent: Monday, December 12, 2016 2:14 PM
To: Court Clerks
Cc: FL CCOC Staff; Stacy M. Butterfield, CPA
Subject: FW: Request for Input for Peer Group Review Study
Attachments: MEMO - Peer Group Review Feedback.pdf; 161207PeerGroupReviewStudyPPT.pptx

Clerks,

In my previous email I failed to attach the consultant's presentation referenced in Chair Butterfield's memo. Please see attached. I apologize for the oversight.

Sincerely,

Jason Harrell
Budget and Communications Director
Florida Clerks of Court Operations Corporation
850-386-2223

From: Jason Harrell
Sent: Monday, December 12, 2016 2:04 PM
To: Court Clerks <courtclerks@flccoc.org>
Cc: FL CCOC Staff <ccocstaff@flccoc.org>; Stacy M. Butterfield, CPA <stacybutterfield@polk-county.net>
Subject: Request for Input for Peer Group Review Study

Good Afternoon, Clerks:

Please see the attached memo from Chair Butterfield requesting your input for the peer group study. Your comments will be provided to the consultant in order to assist with the study. As stated in the memo, please provide your thoughts/comments to me by Friday December 16th. If you have any questions or concerns, please let me know.

Sincerely,

Jason Harrell
Budget and Communications Director
Florida Clerks of Court Operations Corporation
850-386-2223

Florida Clerks of Court Similarly- Situated Groups: Preliminary Review and Discussion for 2016 Report

Benjamin S. Shippen
Vice President

Economists Incorporated

Washington DC
Suite 1100
2121 K Street, NW
Washington DC 20037
Tel (202) 223-4700
Fax (202) 296-7138
info@ei.com

San Francisco, CA
Suite 1000
101 Mission Street
San Francisco, CA 94105
Tel (415) 975-5510
Fax (415) 281-9151
info@ei.com

Tallahassee, FL 32312
Suite 303
1276 Metropolitan Blvd.
Tallahassee, FL 32312
Tel (850) 558-6030
info@ei.com

Presentation Outline

- I. Review of 2012 and 2014 reports
- II. Challenges encountered in modeling the previous reports
- III. Model changes under consideration
- IV. Discussion of additional suggestions

I. 2012 Groups Report

- Important model issues
 - Model 1 estimated the 2011-2012 operational budget
 - We controlled for population and for each case type, new and re-opened
 - Model 2 also estimated budget with the same factors used in Model 1, but excluded Civil Traffic cases

I. 2012 Groups Report (cont.)

- Important results
 - Model 1 with Civil Traffic cases didn't predict budgets very well in Groups 1 and 2 (the smaller groups)
 - Model 2 fit the data better for all groups
 - Recommended six peer groups from five previously; with some movement between groups based on the model results

I. 2014 Groups Report

- Important changes to the model
 - We estimated the final 2012 model with 2013-14 data
 - We determined that we could fit the data better by consolidating some of the case types (e.g. county and circuit criminal cases)
 - Civil Traffic cases again were excluded

I. 2014 Groups Report (cont.)

- New model results
 - The model results suggested seven groups, up from six, with Miami-Dade as the only county in group seven
 - Groups again based on estimated budget levels
 - Some counties moved between groups

II. Challenges with 2012 and 2014 models

- Estimating budget levels, not changes in levels
 - Levels are largely an artifact of previous budgets
- Groups are comprised of similarly-sized counties often with different caseloads
- Estimating counties with geographic differences
 - Population density effects

III. Potential Changes to the Groups Model

- Comparing the mix of cases to adjust for differing costs of caseloads
- Comparing budget (and factor) changes in addition to levels
- Consideration of actual versus predicted budgeted expenditures using historical data

III. Potential Data and Model Changes (cont.)

- Evaluating differences in clerk office funding
- Consideration of weighted workload effects
- Consideration of population density effects
- Proposing groups based on factors other than total predicted budget ranges



IV. Discussion of additional suggestions

- Your ideas

FLORIDA CLERKS OF COURT OPERATIONS
CORPORATION

EXECUTIVE COUNCIL MEETING

FEBRUARY 27, 2017

AGENDA ITEM #6a

CHAIR'S REPORT ON EXECUTIVE COMMITTEE

Sharon R. Bock, Esq. Palm Beach County EXECUTIVE COUNCIL CHAIR	Ken Burke, CPA Pinellas County VICE-CHAIR	Stacy Butterfield, CPA Polk County SECRETARY/TREASURER
John Crawford Nassau County	Harvey Ruvin Dade County	Vacant Population Group I
Ron Ficarrotta 13th Judicial Circuit Judge SUPREME COURT APPOINTEE	Kyle Hudson Holmes County SENATE APPOINTEE	Vacant Population Group II
	Jeffrey R. Smith, CPA Indian River County	John Dew EXECUTIVE DIRECTOR
	Paula S. O'Neil, Ph.D Pasco County HOUSE APPOINTEE	Joe Boyd GENERAL COUNSEL

Agenda Item 6a

Executive Council Meeting

February 27, 2017

Date: February 27, 2017
Subject: CCOC Executive Committee Report

Council Action:

Approve CCOC draft agenda at the beginning of the Council meeting. Provide direction on other items to the Executive Committee.

Overview:

Executive Committee Phone Conference Call

The Committee met via a conference call at 2pm on February 13th to review the draft agenda for the upcoming Council meeting. The purpose was to provide guidance to staff on potential items for the agenda, the layout of the agenda, and receive an update on staff work to date as we prepared for the upcoming Council meeting.

Result:

The Committee provided a draft agenda that was sent out to the Council on February 16th. Other items of discussion included potential dates for the next CCOC Budget Committee meeting; requesting CCOC staff to work with the Secretary/Treasurer in listing of office contracts; timely review of CCOC office policies and procedures; process for review of the CCOC Plan of Operations; process for revision to CCOC letterhead; and a discussion on the upcoming legislative session and the need for sufficient funding for Clerks.

The Council and Corporation members were provided the draft summary minutes of the meeting on February 17th.

Attachments: A: CCOC Executive Committee Draft Summary Minutes



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As a governmental organization created by the Legislature, we evaluate Clerks' court-related budgetary needs, and recommend the fair and equitable allocation of resources needed to sustain court operations.

FLORIDA CLERKS OF COURT OPERATIONS
CORPORATION

EXECUTIVE COUNCIL MEETING

FEBRUARY 27, 2017

AGENDA ITEM #6b
REPORT ON CCOC BUDGET COMMITTEE

Sharon R. Bock, Esq. Palm Beach County EXECUTIVE COUNCIL CHAIR	Ken Burke, CPA Pinellas County VICE-CHAIR	Stacy Butterfield, CPA Polk County SECRETARY/TREASURER
John Crawford Nassau County	Harvey Ruvin Dade County	Vacant Population Group I
Ron Ficarotta 13th Judicial Circuit Judge SUPREME COURT APPOINTEE	Kyle Hudson Holmes County SENATE APPOINTEE	Vacant Population Group II
	Jeffrey R. Smith, CPA Indian River County	John Dew EXECUTIVE DIRECTOR
	Paula S. O'Neil, Ph.D Pasco County HOUSE APPOINTEE	Joe Boyd GENERAL COUNSEL

Agenda Item 6b

Executive Council Meeting

February 27, 2017

Date: February 27, 2017
Subject: Agenda Item 6b: Budget Committee Report

Council Action:

Since the last Council Meeting the Budget Committee met on December 7, 2016. Attached are the agenda and the summary minutes from that meeting. The actual meeting packet can be found by clicking on the CCOC website at www.flccoc.org, clicking on "meetings and minutes, and then clicking on "Budget Committee", and choosing the date of the meeting.

Overview of December 7, 2016 Budget Committee Meeting:

Update and Presentation on Peer Group Review Study

Bo Shippen, from Economists Incorporated presented a preliminary review and discussion for the 2016 peer group review study currently in process. He provided a review of the 2012 and 2014 reports and discussed challenges encountered in modeling the previous reports, model changes under consideration for the 2016 report, and additional suggestions that have been brought forward by Clerks and CCOC staff. Mr. Shippen stated that he anticipated to have a preliminary report ready sometime in January. The committee then had an opportunity to comment or ask questions and thought it would be best to give all Clerks the opportunity to provide feedback regarding the study.

Clerk Smith made a motion for a memo to be sent to Clerks from Chair Butterfield, asking for any input regarding the peer group review study to be submitted to CCOC by close of business December 16th. Clerk Timmann seconded the motion. Motion passed unanimously.

See full report in Agenda Item 5.

Update on CFY 2016-17 Operational Budgets

Chair Butterfield provided an update regarding the CFY 2016-17 operational budget forms. The committee discussed a timeline for the forms to be sent out and submitted by Clerks, as well. Clerk Burke made a motion for the operational budget forms to be sent to Clerks from CCOC staff by December 16th and set a deadline for submission on January 13th, 2017 and also allow Chair Butterfield to work with CCOC staff to adjust this timeline if necessary.

Subsequently, CCOC sent the forms and has received clerks' operational budgets. CCOC staff is conducting technical reviews and analysis to provide further information to the Budget Committee during the March meeting.



Our Mission:

As a governmental organization created by the Legislature, we evaluate Clerks' court-related budgetary needs, and recommend the fair and equitable allocation of resources needed to sustain court operations.

Update on Trust Fund

John Dew provided an update regarding the balance of the trust fund and the pending disbursements needing to be made soon, including the CFY 2015-16 settle-up and the December deficit payment. The committee discussed the need to prioritize those disbursements and possibly making it a policy for future fiscal years so that it does not have to be voted on each year. Mr. Dew also provided an update regarding reported revenues collected for September and October of CFY 2016-17.

Clerk Burke made a motion to disburse the CFY 2015-16 settle-up dollars to Clerks first, then disburse the December deficit disbursement to the funded Clerks as dollars are available in the trust fund and adopt this as a policy moving forward.

Update on Juror Funding

John Dew provided an update on the juror funding and explained how any carryforward from the first quarter of funding will be taken into consideration when allocating dollars statewide for the 3rd quarter disbursement. Mr. Dew also noted that CCOC staff are working closely with JAC staff to ensure a smooth process going into quarter 4.

Jury UPDATE:

On January 25, 2017, the Justice Administration Commission (JAC) presented their annual Schedule VIII-B-2 reduction activities before the House Justice Appropriation Committee. Their reduction exercise included a \$1.7 million, or 10 percent, cut to funds that pass through JAC to Florida Clerks of Court for juror reimbursement, and are included as part of Clerks' Legislatively approved budget authority. In addition, on February 3, 2017, the JAC submitted a letter to members of the House Committee advising that they were revising their proposed reductions, to now include a reduction of \$9.6 million of the \$11.7 million that is passed through to Clerks or Court for jury costs.

CCOC and FCCC coordinated efforts to respond to this reduction proposal and make sure the true impact of the cuts was understood. CCOC provided information on the jury management process to House, Senate and Governor's Office staff. CCOC and FCCC leadership are continuing to monitor this issue and will keep clerks updated accordingly.

Summary of November 16 Revenue Estimating Conference Meeting

Doug Isabelle provided a review of the November 16 REC meeting. CCOC staff projected a lower amount than the previous meeting and the conference adopted a reduced revenue projection from the July meeting, projecting further declines for out years.

A REC meeting was held February 17, 2017. A full update is provided later in the document.

State Budget Issues

Jason Harrell provided an update on the state fiscal outlook and changes that were discussed by the House, in November, indicating that the predicted revenue shortfalls may happen earlier than anticipated, in this fiscal year versus out years.

Discussion of CFY 2017-18 Budget Timeline

Chair Butterfield discussed the draft timeline provided in the meeting materials and asked for feedback regarding moving the budget submission date back to an earlier date for the CFY1718 budget process to give CCOC staff and the Budget Committee more time to analyze the data.

It was decided to set the initial budget submission deadline for May 1, 2017. The remainder of the draft timeline can be set and revised at Chair Butterfield's discretion.

Update on Workgroups

The Committee was provided with an update on the following workgroups.

a) Base Budget Workgroup

Clerk Timmann and Clerk Smith updated the committee on the work of the base budget workgroup. Clerk Timmann and Smith are currently working with their staff to develop a base budget for their individual offices and plan to meet again once this initial project is done to discuss next steps.

CCOC staff has continued to coordinate with Clerk Timmann and Smith and expect to provide an update at the March Budget Committee meeting.

b) Health Care Workgroup

Jason Harrell and Clerk Childers updated the committee on the progress of the health care workgroup. Mr. Harrell explained that data has been compiled from the health care surveys submitted by each Clerk's office in the summer of 2016 and compared to the state rates. Next steps include analyzing the data and identifying and clarifying anomalies.

Subsequently, CCOC staff continued to work on analyzing the data. Clerk Childers has been briefed on the progress. There will be an update at the March Budget Committee meeting.

c) Case Count Workgroup

Clerk Burke provided the committee with an update regarding the case count workgroup. The workgroup met in Tallahassee with CCOC staff and FCCC staff to discuss the data that is available, potential issues with the data, and developed a general plan for moving forward to audit the data in a sense.

Status report of Ken Burke's New Case Filings Project

The Budget Committee directed Mr. Burke to investigate and develop a process to ensure that new cases that are reported to the CCOC are accurate and consistently reported across all Clerk offices. A work group of Clerk staff was created. They created a methodology that identified Clerks' offices that appeared to be anomalies, either high and/or low the number of case filing compared to their peer group. Whether high or low does not mean that an office is reporting right or wrong.

A survey document was created and training was provided in early February with over 100 participants. The survey was due to the CCOC by February 20th. Over half the Clerk's offices have sent in their surveys. The CCOC staff is reaching out to office where necessary.

The surveys are being evaluated and final results will be provided as soon as possible. The goal is to amend and clarify the business rules and provide training in the upcoming months. Some offices may have to amend their 16/17 case reports starting last October for the upcoming 2017/18 budget year.

Other Budget Issues:

Senate Presentation

On January 12, 2017, Chair Butterfield presented to the Senate Appropriations Committee an overview of the Florida Clerks of Court budget. The CCOC and FCCC worked closely on preparing for the presentation. The presentation provided a budget background of clerks' budgets, an overview of the 2016-17 budget, information on how the clerks are funded, some of the new requirements placed on clerks and other budget concerns, and the impacts of insufficient revenues.

A copy of the presentation is provided as an attachment.

Revenue Estimating Conference

The Article V Revenue Estimating Conference met on February 16, 2017. For the COC Trust Fund, the conference adopted a number of \$372.3, down \$11.7 million from \$384 million adopted at the November Conference, and continuing to decrease in the out years. In total, the COC Trust Fund is estimated to have declined \$13.9 million from \$386 million adopted at the July Conference. The drop on revenues was expected. The FCCC and CCOC Legislative leadership teams are continuing to work on possible funding solutions during the upcoming Legislative Session. Additionally, Chair Butterfield and CCOC staff will continue to closely monitor the revenues and will provide additional information for consideration at the March Budget Committee meeting.

Council Action: Confirm or Revise the recommendation from Budget Committee on budget timeline as provided below.

Summary of Budget Committee Actions:

- **Clerk Smith made a motion for a memo to be sent to Clerks from Chair Butterfield, asking for any input regarding the peer group review study to be submitted to CCOC by close of business December 16th. Clerk Timmann seconded the motion. Motion passed unanimously.**
- **Clerk Burke made a motion for the operational budget forms to be sent to Clerks from CCOC staff by December 16th and set a deadline for submission on January 13th, 2017 and also allow Chair Butterfield to work with CCOC staff to adjust this timeline if necessary. Clerk Vick seconded the motion. Motion passed unanimously.**

- **Clerk Burke made a motion to disburse the CFY 2015-16 settle-up dollars to Clerks first, then disburse the December deficit disbursement to the funded Clerks as dollars are available in the trust fund and adopt this as a policy moving forward.**
- **Motion made by Clerk Timmann to set the initial budget submission deadline for May 1, 2017. The remainder of the draft timeline can be set and revised at Chair Butterfield's discretion.**

Attachments:

1. Agenda Budget Committee December 7, 2016
2. Draft Summary Budget Committee Meeting Minutes December 7, 2016
3. JAC Schedule VIIb Reduction
4. JAC Budget Reduction Proposal Letter
5. DRAFT CFY2017-18 Budget Timeline
6. Final Presentation for Senate Appropriations
7. REC Article V Schedule for Clerks

Lead Staff:

Jason Harrell, CCOC Budget and Communications Director

CCOC Budget Committee Workshop followed by Meeting

Agenda

Date: December 07, 2016

Time: 10:00 AM ET

Location: TCC Capitol Center, 300 West Pensacola St. Tallahassee, FL 32301

Meeting Room: # 111

Honorable Sharon R. Bock, Esq.
Palm Beach County
Chair

Honorable Ken Burke
Pinellas County
Vice Chair

Honorable Stacy Butterfield, CPA
Polk County
Secretary/Treasurer

Honorable Bob Inzer
Leon County

Honorable Jeffrey R. Smith, CPA
Indian River County

Honorable John Crawford
Nassau County

Honorable Harvey Ruvin
Dade County

Honorable Tim Sanders
Madison County

Supreme Court
Honorable Ron Ficarrota
13th Judicial Circuit Judge

Senate
Honorable Kyle Hudson
Holmes County

House
Honorable Paula S. O'Neil Ph.D
Pasco County

Joe Boyd, Esq.
General Counsel

John Dew
Executive Director

2560-102 Barrington Circle
Tallahassee, Florida 32308
Phone: 850.386.2223
Fax: 850.386.2224

Budget Committee Workshop: Beginning December 07, 2016 at 10:00 AM (ET)

(The workshop is open to all interested in attending. **This event is a workshop, and there is no call in capability for this event.**)

- 1) Call to Order and Introduction Stacy Butterfield
- 2) Review Summary of October 13 Meeting and Update on Action Items (Pg.1-6)Johnna Kauffman
- 3) Update and Presentation on Peer Group Review Study(Pg.7-8).....Bo Shippen
- 4) Update on CFY 2016-17 Operational Budget Forms(Pg.9) Stacy Butterfield
- 5) Update on Clerks' Trust Fund(Pg.10-12) John Dew
- 6) Update on Juror Funding(Pg.13) John Dew
- 7) Summary of November 16 Revenue Estimating Conference Meeting(Pg.14) Doug Isabelle
- 8) State Budget Issues(Pg.15-16) Jason Harrell
- 9) Discussion of CFY 2017-18 Budget Timeline(Pg.17-18)..... Johnna Kauffman
- 10) Discussion of CFY 2017-18 Budget Issues(Pg.19) Jason Harrell
- 11) Update on Workgroups:
 - a. Base Budget Workgroup(Pg.20) Carolyn Timmann and Jason Harrell
 - b. Health Care Workgroup(Pg.21-22) Pam Childers and Jason Harrell
 - c. Case Count Workgroup(Pg.23-24) Ken Burke and Doug Isabelle
- 12) Discuss list of Additional Studies/Research Projects(Pg.25-27) Stacy Butterfield
- 13) Other Business Stacy Butterfield

Budget Committee Meeting (See agenda above): Beginning December 07, 2016 at 2:00 PM (ET)

(The meeting time is subject to change. Please visit the CCOC website (www.flccoc.org) for the latest information. The meeting is open to all interested in attending. Call in capability will be available for full participation. Call in: 1-904-512-0115 and Conference code: 412463)

Committee Members: Stacy Butterfield, Chair; Bob Inzer, Vice-Chair; Sharon Bock; Dwight Brock; Ken Burke; Pam Childers; Kellie Connell; John Crawford; Kyle Hudson; JD Peacock, Jeffery Smith; Brent Thurmond; Carolyn Timmann; and Angela Vick.

CCOC Mission Statement: "As a governmental organization created by the Legislature, we evaluate Clerks' court-related budgetary needs, and recommend the fair and equitable allocation of resources needed to sustain court operations."

Sharon R. Bock, Esq. Palm Beach County EXECUTIVE COUNCIL CHAIR	Ken Burke, CPA Pinellas County VICE-CHAIR	Stacy Butterfield, CPA Polk County SECRETARY/TREASURER
John Crawford Nassau County	Harvey Ruvlin Dade County	Vacant Population Group I
Ron Ficarrotta 13th Judicial Circuit Judge SUPREME COURT APPOINTEE	Kyle Hudson Holmes County SENATE APPOINTEE	Vacant Population Group II
	Jeffrey R. Smith, CPA Indian River County	John Dew EXECUTIVE DIRECTOR
	Paula S. O'Neil, Ph.D Pasco County HOUSE APPOINTEE	Joe Boyd GENERAL COUNSEL

Agenda Item 6b

Executive Council Meeting

February 27, 2017

Date: February 27, 2017

Subject: Summary of December 07, 2016 Budget Committee Meeting

The Budget Committee of the Clerks of Court Operations Corporation (CCOC) held a meeting in Tallahassee on December 07, 2016. An agenda and materials were distributed in advance of the December 07 meeting and posted on the CCOC website.

Provided below is a summary of staff notes from the meeting. These staff notes are designed simply to document committee action, not to be a full record of committee discussions. All motions adopted by the committee are in bold text. All action items based on committee direction are in red and bold text.

Notes from December 07, 2016 Meeting

1) Call to Order and Introduction

The meeting on December 07 was called to order at approximately 2:15 PM ET. Members in attendance during the meeting included: Clerk Butterfield, Chair; Clerk Inzer, Vice-Chair; Clerk Burke; Clerk Childers; Clerk Connell; Clerk Crawford; Clerk Peacock; Clerk Smith; Clerk Timmann; and Clerk Vick.

2) Review Summary of October 13 Meeting and Update on Action Items

Clerk Childers made a motion to approve the minutes from the October 13 meeting. Clerk Vick seconded the motion. Motion passed unanimously.

3) Update and Presentation on Peer Group Review Study

Bo Shippen, from Economists Incorporated presented a preliminary review and discussion for the 2016 peer group review study currently in process. He provided a review of the 2012 and 2014 reports and discussed challenges encountered in modeling the previous reports, model changes under consideration for the 2016 report, and additional suggestions that have been brought forward by Clerks and CCOC staff. Mr. Shippen stated that he anticipated to have a preliminary report ready sometime in January. The committee then had an opportunity to comment or ask questions and thought it would be best to give all Clerks the opportunity to provide feedback regarding the study.

Clerk Smith made a motion for a memo to be sent to Clerks from Chair Butterfield, asking for any input regarding the peer group review study to be submitted to CCOC by close of business December 16th. Clerk Timmann seconded the motion. Motion passed unanimously.



Our Mission:

As a governmental organization created by the Legislature, we evaluate Clerks' court-related budgetary needs, and recommend the fair and equitable allocation of resources needed to sustain court operations.

4) Update on CFY 2016-17 Operational Budget Forms

During the workshop, Chair Butterfield provided an update regarding the CFY 2016-17 operational budget forms. The committee discussed a timeline for the forms to be sent out and submitted by Clerks, as well.

Clerk Burke made a motion for the operational budget forms to be sent to Clerks from CCOC staff by December 16th and set a deadline for submission on January 13th, 2017 and also allow Chair Butterfield to work with CCOC staff to adjust this timeline if necessary. Clerk Vick seconded the motion. Motion passed unanimously.

Action Item: CCOC staff to disburse the CFY 2016-17 operational budget forms to Clerks on December 16th with a January 13th, 2017 deadline and work with Chair Butterfield if any changes need to be made to this timeframe.

5) Update on Clerks' Trust Fund

John Dew provided an update regarding the balance of the trust fund and the pending disbursements needing to be made soon, including the CFY 2015-16 settle-up and the December deficit payment. The committee discussed the need to prioritize those disbursements and possibly making it a policy for future fiscal years so that it does not have to be voted on each year. Mr. Dew also provided an update regarding reported revenues collected for September and October of CFY 2016-17.

Clerk Burke made a motion to disburse the CFY 2015-16 settle-up dollars to Clerks first, then disburse the December deficit disbursement to the funded Clerks as dollars are available in the trust fund and adopt this as a policy moving forward. Clerk Thurmond seconded the motion. Motion passed unanimously.

Action Item: CCOC staff to contact DOR regarding the priority of disbursements.

6) Update on Juror Funding

John Dew provided an update on the juror funding and explained how any carryforward from the first quarter of funding will be taken into consideration when allocating dollars statewide for the 3rd quarter disbursement. Mr. Dew also noted that CCOC staff are working closely with JAC staff to ensure a smooth process going into quarter 4.

7) Summary of November 16 Revenue Estimating Conference Meeting

Doug Isabelle provided a review of the November 16 REC meeting. CCOC staff projected a lower amount than the previous meeting and the conference adopted a reduced revenue projection from the July meeting, projecting further declines for out years.

8) State Budget Issues

Jason Harrell provided an update on the state fiscal outlook and changes that were discussed by the House, in November, indicating that the predicted revenue shortfalls may happen earlier than anticipated, in this fiscal year versus out years.

9) Discussion of CFY 2017-18 Budget Timeline

Chair Butterfield discussed the draft timeline provided in the meeting materials and asked for feedback regarding moving the budget submission date back to an earlier date for the CFY1718 budget process to give CCOC staff and the Budget Committee more time to analyze the data.

Motion made by Clerk Timmann to set the initial budget submission deadline for May 1, 2017. The remainder of the draft timeline can be set and revised at Chair Butterfield's discretion. Clerk Crawford seconded the motion. Motion passed unanimously.

10) Discussion of CFY 2017-18 Budget Issues

This agenda item is addressed in the draft budget timeline from agenda item 9.

DRAFT

COL A93
 SCH VIIIB-2
 REDUCTIONS
 POS AMOUNT

 CODES

JUSTICE ADMINISTRATION
 PGM: JUSTICE ADMIN COMM
 EXECUTIVE DIR/SUPPORT SVCS
 GOV OPERATIONS/SUPPORT
 EXEC LEADERSHIP/SUPPRT SVC
 STATE FUNDING REDUCTIONS
 REDUCE JURY EXPENDITURE FUNDING
 SPECIAL CATEGORIES
 JURY EXPENDITURES

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 AGENCY ISSUE NARRATIVE:
 SCH VIIIB-2 NARR 17-18 NARRATIVE:
 Priority # 1 These are pass-through funds for reimbursing the Clerk of Courts for jury-related costs. This reduces the operational funding for the Clerk of Courts to pay compensation to jurors, for meals or lodging provided to jurors, for jury-related personnel costs, and for direct operational costs associated with the processing of jurors.

JUSTICE ADMINISTRATIVE COMMISSION
 SALARIES AND BENEFITS REDUCTION
 SALARIES AND BENEFITS

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010000			

AGENCY ISSUE NARRATIVE:
 SCH VIIIB-2 NARR 17-18 NARRATIVE:
 Priority # 8 The reduction would require termination of twelve (12) employees and significantly impacts the ability of Justice Administrative Commission (JAC) to provide administrative services to 55 budget entities within the Judicial Branch. JAC processes accounting, budget, and payroll for these offices. JAC's ability to process payments for court appointed attorney fees and due process vendors would also be negatively impacted. The agency's ability to comply with the Prompt Payment statute (s. 215.422, F.S.) would be detrimentally impacted.



THE STATE OF FLORIDA
JUSTICE ADMINISTRATIVE COMMISSION

Post Office Box 1654 (32302)
227 North Bronough Street, Suite 2100
Tallahassee, Florida 32301



COMMISSIONERS

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Executive Director

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Brad King, Chair
State Attorney
Diamond R. Litty
Public Defender
Kathleen A. Smith
Public Defender
Brian Haas
State Attorney

February 3, 2017

The Honorable Kimberly Daniels
11565 North Main Street, Suite 106
Jacksonville, Florida 32218-4091

The Honorable Joe Gruters
381 Interstate Boulevard
Sarasota, Florida 34240-8686

The Honorable Scott Plakon
1855 West State Road 434, Suite 222
Longwood, Florida 32750-5071

Dear Representatives Daniels, Gruters, and Plakon:

On January 25, 2017, the Justice Administrative Commission (JAC) and other entities within Justice Administration participated in the annual Schedule VIII B-2 activity before the House Justice Appropriations Subcommittee. Following these presentations, each entity was directed to further review their budgets and work with specific subcommittee members assigned to their entity. You were given the responsibility of reviewing the budgets of the entities within Justice Administration.

On February 1, 2017, representatives of the Florida Prosecuting Attorneys Association (FPAA) and the Florida Public Defender Association (FPDA) and I (representing JAC), met with Representative Plakon and were advised to propose a 10 percent reduction to JAC's budget. Although JAC's total budget of \$107.88 million is made up of \$6.20 million for Executive Direction and Support and \$101.68 million in pass through funding, for this activity, the target reduction amount is just over \$10.52 million. In compliance with this requirement, JAC has developed the attached list of proposed reductions.

While it is fully recognized the proposed reductions will have negative and undesired consequences, these reductions have been developed to minimize the impact to the constitutional and statutory requirements of the JAC, the 49 offices directly served by JAC, and the court-appointed attorneys and due process vendors served by JAC. That is, in completing this required budget reduction, it is the goal of the JAC to protect and secure the core constitutional and statutory requirements of the JAC and the entities directly served by the JAC.

The Justice Administrative Commission administratively serves the offices of State Attorney, Public Defender, Capital Collateral Regional Counsel, the Statewide Guardian ad Litem Program, and the Criminal Conflict and Civil Regional Counsel; and provides compliance and financial review of court appointed attorney due process costs.

After considering these core constitutional and statutory requirements, the attached list was developed. Additionally, the proposed reductions were developed to avoid eliminating any existing program. That is, even with the proposed reductions, all existing programs are maintained.

The list includes proposed reductions to three funding streams that have either recently been undertaken by the state or have experienced an increase in funding. These include: (1) the clerk jury initiative, but \$2.07 million in funding is maintained in the program; (2) the attorney flat fees paid in dependent children with special needs appointments, a new program created statutorily in 2014, are aligned with the attorney flat fees paid in court-appointed civil dependency cases; and (3) criminal conflict case costs are reduced through minor rollbacks recently increased: (a) court reporter appearance fees and transcription rates; and (b) criminal court-appointed attorney flat fee rates. These rollbacks represent minor reductions in light of recent increases in these rates and fees, and the programs are maintained with an appropriation of over \$27.18 million.

Again, we must stress there will be negative and undesired consequences should these proposed reductions be implemented. It has been our goal in this activity to minimize these unfortunate consequences to the core constitutional and statutory requirements of the JAC and the judicial related entities directly served by the JAC. However, should these proposed reductions be implemented, the consequences to the broader justice system will be tangible.

Please let me know if I or my staff may be of assistance as you consider the attached list.

Sincerely,



Alton L. "Rip" Colvin, Jr.

Justice Administrative Commission Proposed 10 Percent Cuts

Target - **\$10,524,098**

	Original Appropriation	Proposed Reduction	Remaining Appropriation
*1 Jury Costs (Line Item 772A)	\$ 11,700,000.00	\$ 9,627,158.50	\$ 2,072,841.50
*2 Legal Rep for Dependent Children w/ Special Needs (Line Item 773)	2,022,500.00	98,600.00	\$ 1,923,900.00
*3 Criminal Conflict Case Costs (Line Item 780)	27,984,827.00	798,339.50	\$ 27,186,487.50
 Total	 <u>41,707,327.00</u>	 <u>10,524,098.00</u>	 <u>31,183,229.00</u>

KEY:

1. Reduced this new appropriation related to jury cost reimbursement to the Clerks of Court.
2. Aligned rates (\$1,000/year) with those paid to court-appointed attorneys in state-funded Civil Dependency representation (\$800/first year, \$200/each subsequent year) \$98,600 1st year. Second year reduction are projected to be an additional \$429,400.
- 3a. Aligned recently increased JAC Court Reporter Appearance Fees - First Hour (\$75/appearance) with average rate found in the 20 judicial circuit's State Court Reporting Contracts (\$60.50/appearance) - \$83,969.50.
- 3b. Reduced recently increased per page rate by \$.25 per page listed in Line Item 780, 2. & 3. - \$347,613.
- 3c. Reduced 18 recently increased Criminal Conflict Attorney Flat Fees by 10 percent - \$366.757.

Note: The proposed reductions are further explained on the following pages, and the reduction for Jury Costs represents the difference between the target and the sum of the other reductions.

Dependent Children with Special Needs (Category 103220)

Projected Savings 2017-18

Projected New Appointments 2017-18 (1)	880
Percentage of Cases Appointed and Paid in 2017-18 (2)	56%
Projected Number of Payments Made FY 2017-18 for Cases Appointed 2017-18	493
Possible Savings Reducing Attorney Fee from \$1000 to \$800 for New Appointments (3)	<u>\$ 98,600.00</u>

Projected Savings 2018-19

Possible Savings @ \$800 for Cases Appointed and Paid in 2018-19 (4)	\$ 98,600.00
Possible Savings @ \$800 for Cases Appointed in 2017-18 and Paid in 2018-19 (5)	\$ 77,400.00
Possible Savings @ \$200 for Second Year of Representation (6)	<u>\$ 352,000.00</u>
	<u>\$ 528,000.00</u>

(1) Based on comparison of appointments made July-November in Fiscal Years 2015-16 and 2016-17. The number of appointments stayed consistent between the two years, therefore, we are projecting the same number of new appointments in 2017-18.

(2) Based on payment data for cases appointed and paid in FY 2015-16.

(3) The projected number of payments for 2017-18 appointments * \$200 savings per case

(4) Same projections as 2017-18

(5) Remaining cases that were appointed in 2017-18 but not paid

(6) Based on payment data for cases appointed in 2014-15. Of the 1,075 cases appointed in 2014-15 where an attorney fee has been paid, 539 (50%) have been paid for at least 1 additional year of representation. The savings is based on the current rate of \$1000 for each year of representation reduced to \$200.

Court Reporters - Appearance Fees

PAID FY OF SERVICE DATE VS AFTER	NUMBER OF \$75 APPEARANCE FEES	TOTAL PAID
FY OF SERVICE DATE	5,791	\$ 435,000.00
AFTER FY OF SERVICE DATE	770	\$ 57,750.00
TOTAL	6,561	\$ 492,750.00
Applying \$14.50 reduction per appearance fee paid in the year of service		\$ 83,969.50

Court Reporters - Per Page Rates

								PERCENTAGE SAVINGS AT
RATE	UNITS	AMOUNT PAID	5% SAVINGS	10% SAVINGS	15% SAVINGS		\$.50 SAVINGS PER PAGE	\$.50 PER PAGE
\$ 4.00	278,925	\$ 1,115,684.00	\$ 55,784.20	\$ 111,568.40	\$ 167,352.60	\$ 139,462.50		12.50%
\$ 5.00	399,927	\$ 1,999,630.00	\$ 99,981.50	\$ 199,963.00	\$ 299,944.50	\$ 199,963.50		10.00%
\$ 5.50	9,874	\$ 54,307.00	\$ 2,715.35	\$ 5,430.70	\$ 8,146.05	\$ 4,937.00		9.09%
\$ 6.50	3,084	\$ 20,046.00	\$ 1,002.30	\$ 2,004.60	\$ 3,006.90	\$ 1,542.00		7.69%
\$ 7.50	2,897	\$ 21,727.50	\$ 1,086.38	\$ 2,172.75	\$ 3,259.13	\$ 1,448.50		6.67%
\$ 8.50	519	\$ 4,411.50	\$ 220.58	\$ 441.15	\$ 661.73	\$ 259.50		5.88%
TOTAL	695,226	\$ 3,215,806.00	\$ 160,790.30	\$ 321,580.60	\$ 482,370.90	\$ 347,613.00		10.81%

Criminal Conflict Case Costs - Flat Fees

CASE DESCRIPTION (Multiple Items)

PAID YEAR OF APPT VS AFTER	FLAT			EXTRAORDINARY			Total # OF CASES	Total AMOUNT PAID
	# OF CASES	% OF CASES	AMOUNT PAID	# OF CASES	% OF CASES	AMOUNT PAID		
YEAR OF APPOINTMENT	6,740	99.87%	\$ 3,667,570.00	9	0.13%	\$ 67,133.50	6,749	\$ 3,734,703.50
AFTER YEAR OF APPOINTMENT	4,136	97.99%	\$ 2,752,020.00	85	2.01%	\$ 639,811.49	4,221	\$ 3,391,831.49
TOTAL	10,876	99.14%	\$ 6,419,590.00	94	0.86%	\$ 706,944.99	10,970	\$ 7,126,534.99

Applying 10% reduction for flat fees paid in the year of appointment \$ 366,757.00

Case Types	Rates		Option at 10% (with Rounding)
	FY 2015-16	FY 2016-17	
3.850 / 3.800 Postconviction	1,000	1,250	1,125.00
Contempt Proceedings	400	500	450.00
Criminal Traffic	400	500	450.00
Extradition	500	625	560.00
Felony & Misdemeanor - No Info	400	500	450.00
Felony - 2nd Degree	1,000	1,250	1,125.00
Felony - 3rd Degree	750	935	840.00
Juvenile Delinquency - No Info	300	375	340.00
Juvenile Delinquency - Felony Life	700	875	790.00
Juvenile Delinquency - 1st Degree Felony	600	750	675.00
Juvenile Delinquency - 2nd Degree Felony	400	500	450.00
Juvenile Delinquency - 3rd Degree Felony	300	375	340.00
Juvenile Delinquency - Misdemeanor	300	375	340.00
Misdemeanor	400	500	450.00
VOP - Felong (Includes VOCC)	500	625	560.00
VOP - Misdemeanor (Includes VOCC)	300	375	340.00
VOP - Misdemeanor (Includes VOCC)(CT)	300	375	340.00
VOP [VOCC] Juvenile Delinquency	300	375	340.00

~~2016-17~~ 2017-18 Clerk Court-Related Budget Process Timeframe

DRAFT- (Red is suggested revisions)

~~March 2016~~ January 2017

1. CCOC Budget Committee WG meets and develops recommendations for budget process revisions. (~~March 3, 2016~~)
2. CCOC Budget Committee Meets to begin discussion of budget revision ideas. (~~March 14, 2016~~)
- ~~3-~~ Suggested revisions provided to Clerks for feedback. (~~Week of March 21st~~)
4. CCOC Budget Committee meets to **approve** ~~make decisions on~~ revisions to process **and forms**. (~~Week of March 28th~~)

~~April 2016~~ February 2017

- ~~1. CCOC Budget Committee meets to make decisions on revisions to process. April 5th~~
2. CCOC Executive Committee or Council meets to approve revisions to budget process **and forms**. (~~Week of April 11th or following week.~~)
3. CCOC sends out budget instructions and forms for CFY ~~16/17~~ **17/18**-budget to Clerks. (~~Week of April 18th or following week.~~)
4. CCOC provides training sessions **on revised process** to Clerks.

~~May 2016~~ March 2017

1. CCOC provides **regional** training and assistance to Clerks in completing the budget forms.

~~June 2016~~ April 2017

1. Clerks submit their **initial** budget request to CCOC. (~~June 1, 2016~~)
2. ~~Peer 3 & 4 Review. (June 22nd.)~~
3. ~~Peer 1 & 2 Review. (July 7th.)~~
4. ~~Peer 5 & 6 Review. (July 12th)~~
5. **Clerks can meet together with CCOC staff to help review data.**

May 2017

1. **Clerks can resubmit final budget request**

~~July 2016~~ June and July

1. CCOC Budget Committee meets **as needed to review data and seek additional information** ~~ing for two days the week of~~ ~~July 18th.~~
2. **Peer 1 & 2 Review**
3. **Peer 3 & 4 Review**
4. **Peer 5 & 6 Review**
5. **Development of Legislative Budget Commission Request Document.**
6. CCOC Executive Council review and approve budget request recommendations ~~the week of July 25th.~~

August

1. CCOC submits budget request for 67 Clerks to the Legislative Budget Commission. (August 1st.)
2. Information provided to LBC staff as requested.

September

1. LBC expected to meet during this month to review budget request.
2. CCOC meets as necessary to allocate budget authority for individual Clerks.

October

1. Clerks' budget year begins.

Florida Clerks of Court Budget Overview

Senate Appropriations Committee

Clerks of Court Operations Corporation

Presenter:

Honorable Stacy Butterfield, CPA

Polk County Clerk & Comptroller

Chair, CCOC Budget Committee

January 12, 2017

Introduction

- The Florida Clerks of Court Operations Corporation (CCOC) was created by the Florida Legislature.
- CCOC performs the statutory responsibility to review and certify court-related budgets for all 67 Clerks of Court.

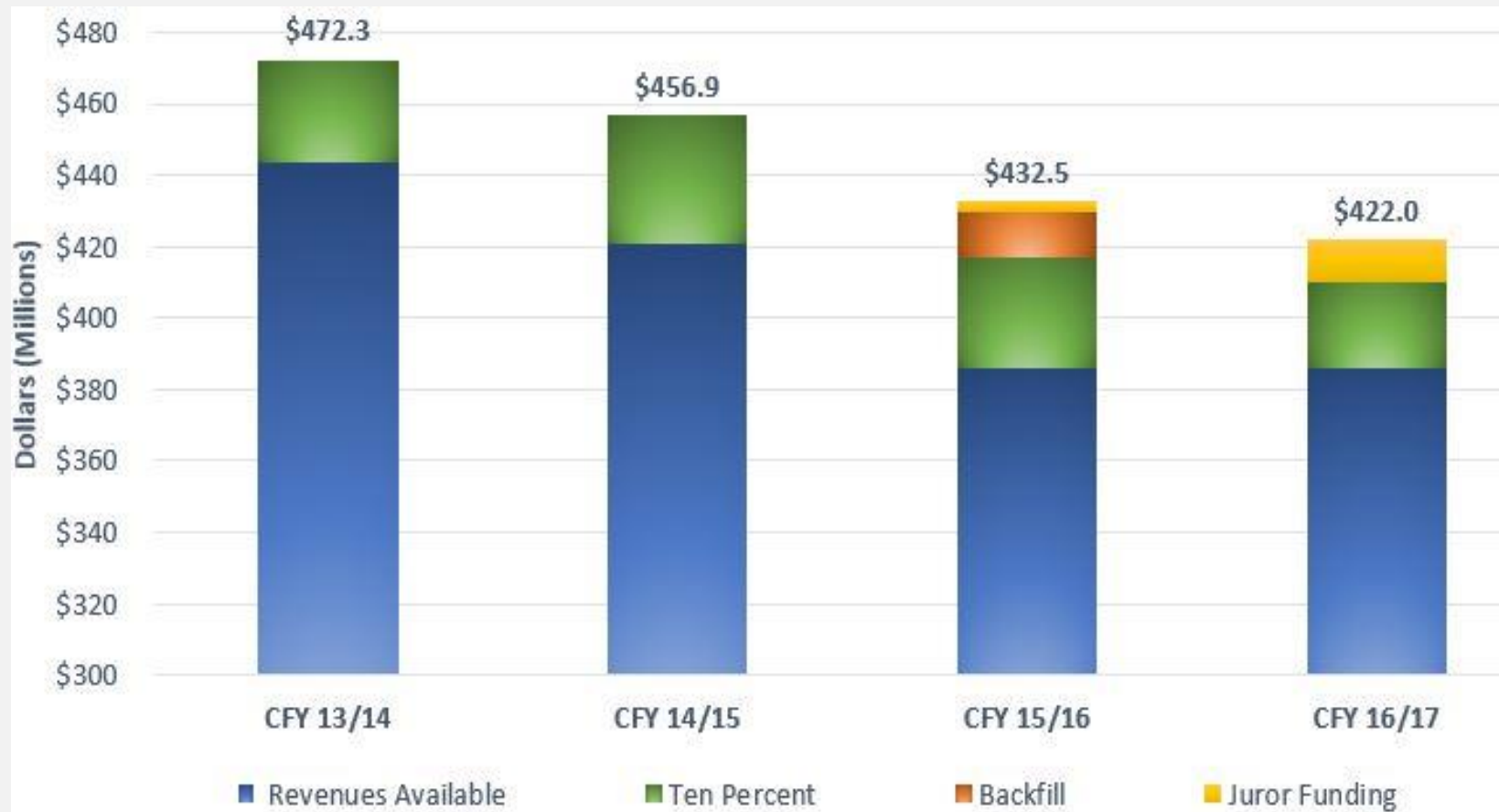
Budget Background

- **Prior to 2009:** Clerks were outside of the state budget and were funded through distribution of fines, fees and costs.
- **2009:** Clerks became part of the state budget, which changed the entire process including revenue distribution.
- **2009-2013:** Legislative appropriation authority required backfill of approximately **\$150 M** due to insufficient statutorily designated revenue sources.
 - **2009-10:** \$18.6 M
 - **2010-11:** \$44.2 M
 - **2011-12:** \$57.6 M
 - **2012-13:** \$29.5 M

Budget Background

- **2013-Present:** Clerks taken back out of the state budget.
- Statutorily designated revenue sources continue to result in shortfalls, for which a long-term solution was not addressed due to other state priorities.
- Clerks received some financial relief through appropriations for jury administration and budget backfill.
 - **2015-16:** \$15.8 M
 - **2016-17:** \$11.7 M

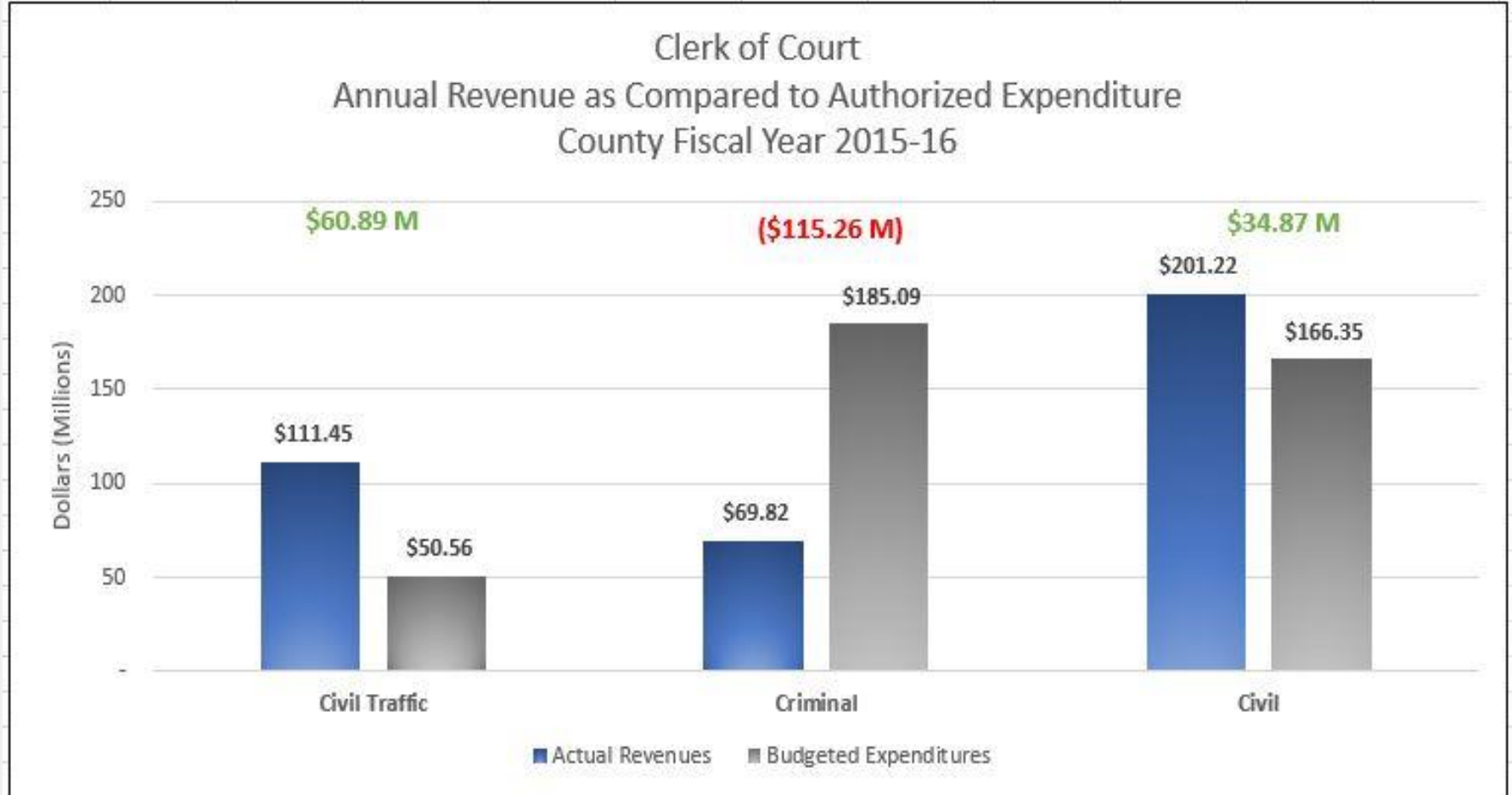
Clerks' Budgets 2013-Present



CFY 2016-17 Budget

- **Minimum Needs-Based Budget: \$459 M**
- **Available Revenue: \$422 M**
- **Current Revenue Shortfall: \$37 M**

Revenues by Court Type

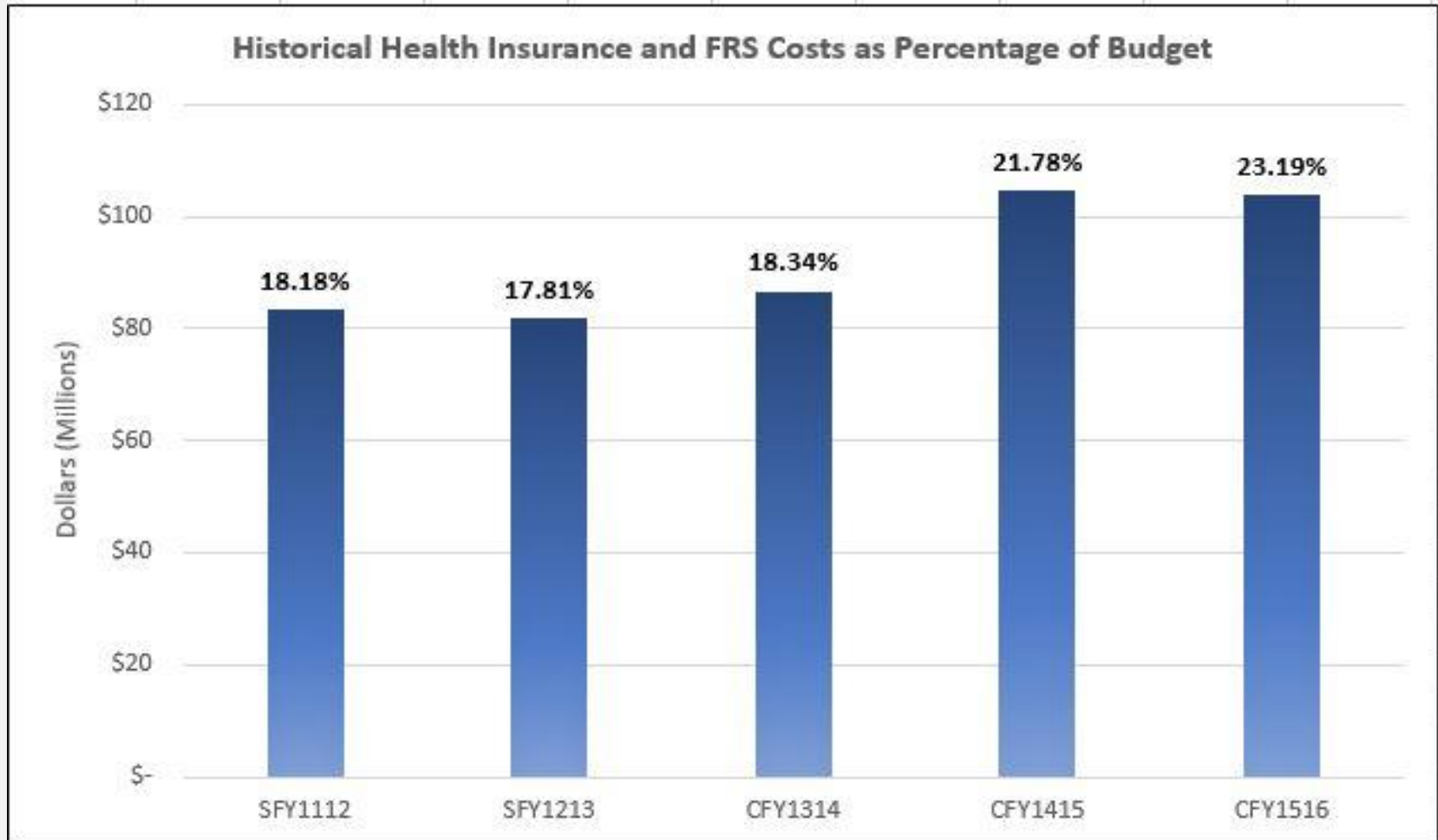


New Requirements Placed on Clerks

- 2012: Redaction of Records is Required (s. 119.0714, F.S.)
- 2013: E-Filing Mandated in Civil Cases (SC11-399)
- 2014: Electronic Record on Appeal is Required (SC15-765)
- 2014: E-Filing Mandated in Criminal Cases (AOSC13-48)
- 2015: Public Access to Records Mandated (Rule 2.420, RJA)

Budget Concerns

Health Benefit and FRS Costs Continue to Increase



Insufficient Revenue Impacts

- Public Safety
 - Criminal History
 - Mental Health- firearm possession
 - Timely Incarceration and Release
- Commerce
 - Access to Court
 - Disbursements
 - Service Delays

Questions?

January 12, 2017

**Article V REC
2/16/2017**

**Local Government Fines/Fees/Charges Schedule for Clerks
(Millions)**

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL
SFY16/17	32.7	29.8	32.2	33.0	28.6	28.2	34.7	31.5	31.6	32.2	30.4	29.8	374.7
SFY17/18	30.5	29.2	32.5	29.2	29.0	28.1	28.7	31.7	31.8	32.3	30.5	29.9	363.5
SFY18/19	30.3	29.0	32.3	29.0	28.8	27.9	28.5	31.5	31.5	32.1	30.3	29.7	361.1
SFY19/20	30.4	29.1	32.4	29.1	28.9	28.0	28.6	31.6	31.7	32.3	30.4	29.9	362.4
SFY20/21	30.5	29.2	32.5	29.2	28.9	28.1	28.7	31.7	31.7	32.3	30.5	29.9	363.4
SFY21/22	30.6	29.3	32.6	29.3	29.0	28.2	28.8	31.8	31.8	32.4	30.6	30.0	364.3

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	TOTAL
LFY 16/17	33.0	28.6	28.2	34.7	31.5	31.6	32.2	30.4	29.8	30.5	29.2	32.5	372.3
LFY 17/18	29.2	29.0	28.1	28.7	31.7	31.8	32.3	30.5	29.9	30.3	29.0	32.3	362.9
LFY 18/19	29.0	28.8	27.9	28.5	31.5	31.5	32.1	30.3	29.7	30.4	29.1	32.4	361.5
LFY 19/20	29.1	28.9	28.0	28.6	31.6	31.7	32.3	30.4	29.9	30.5	29.2	32.5	362.7
LFY 20/21	29.2	28.9	28.1	28.7	31.7	31.7	32.3	30.5	29.9	30.6	29.3	32.6	363.6
LFY 21/22	29.3	29.0	28.2	28.8	31.8	31.8	32.4	30.6	30.0	30.7	29.4	32.7	364.5

FLORIDA CLERKS OF COURT OPERATIONS
CORPORATION

EXECUTIVE COUNCIL MEETING

FEBRUARY 27, 2017

AGENDA ITEM #6c
REPORT ON CCOC PIE COMMITTEE

Sharon R. Bock, Esq. Palm Beach County EXECUTIVE COUNCIL CHAIR		Ken Burke, CPA Pinellas County VICE-CHAIR		Stacy Butterfield, CPA Polk County SECRETARY/TREASURER	
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Agenda Item 6c

Executive Council Meeting

February 27, 2017

Date: February 21, 2017
Subject: Agenda Item 6c: PIE Report

Committee Action:

Review and approve (1) Qtr. 4 15/16 Action Plan Report and (2) CFY 2015/16 Collection Agent Report.

Overview/Background:

On February 8, 2017 the PIE Committee met via conference call. The Committee approved two reports to be moved to the Executive Council for final approval and distribution. Additionally, the Committee welcomed new members and discussed the status of several ongoing projects.

(1) Quarter 4 (July-Dec) 2015/16 Action Plan Report (See Attachment)

Section 28.35(2)(d), F.S. requires the Corporation to develop measures and performance standards and when it finds a Clerk has not met the performance standards, the Corporation shall identify the nature of each deficiency and any corrective action recommended and taken by the affected Clerk of the Court. The Corporation is also required to notify the Legislature of any Clerk not meeting performance standards and provide a copy of any corrective action plans.

During Qtr. 4 (July-September 2016) seventeen (17) or 25% of Clerk offices met or exceeded performance standards for all measures in the areas of collections, timeliness, and juror payments. (Alachua, Brevard, Charlotte, Collier, Flagler, Franklin, Glades, Gulf, Hardee, Holmes, Indian River, Jackson, Jefferson, St. Johns, St. Lucie, Sumter, and Suwannee). The remaining 50 counties required at least one action plan and collectively required 129 action plans across all performance measures or 61 less action plans from the previous quarter.

The number of action plans while less than the previous quarter is not indicative of improved performance, but rather it shows a picture of the Clerks' work priorities and staffing issues from quarter to quarter.

Quarter 4 Highlights

Collections:

- The number of action plans decreased from the previous quarter from 103 to 90.
- Most of the decrease action plans occurred in the criminal divisions.
- Civil traffic court remained unchanged with 31 action plans or 35% of all collection plans required.
- The circuit criminal court division exceeded the 9% standard. This is due this quarter to less mandatory drug assessments with prison sentences.
- When adjusting the mandatory drug trafficking assessments 12 counties would have met the standard. For example, Clay county collection rate for quarter 4 was 8.49%. However, adjusting for drug trafficking the collection rate was 27.48%.

Timeliness:

- The total number of timeliness action plans increased slightly from the previous quarter from 34 to 36. Filing cases timely declined by 1 but was offset by an increase of 3 action plans for not docketing cases timely.
- Most of the reasons (34 of 36) action plans was because of staffing issues.
- Circuit civil court division dipped below the statewide standard for the second quarter in a row.
- All civil court divisions are showing declining performance from the end of last year.

Recommendation: Approve Qtr. 4 15/16 Performance & Action Plans Report for distribution and posting on the CCOC website.

(2) Collection Agent CFY 2015/16 Annual Report (See Attachment)

Section 28.246(6), F.S. authorizes the Clerk of Court to pursue the collection of any fees, service charges, fines, court costs, and liens for the payment of attorney fees and costs which remain unpaid after 90 days by referring the account to a private attorney or collection agent.

During CFY 2015/16 the Clerks reported that they sent approximately \$308.8 million collectively to their collection agencies. Over half (\$207.2 m.) of the unpaid accounts were related to criminal cases. Most of the remaining unpaid accounts (\$97.8 m.) were related to traffic. About \$74 m. was collected during this time period mostly from traffic (\$46.7 m.) and another (\$26.9 m.) from criminal cases. Keep in mind that collections received during this time period maybe associated with unpaid accounts from prior years.

Recommendation: Approve the CFY 2015/16 Annual Collection Agents Report for distribution and posting on the CCOC website.

Ongoing Projects

The Committee discussed two ongoing project.

- 1) **Performance and Accountability Clerk (PAC):** The goal of the project is “Tell the Clerks’ Story” as it pertains to their court-related duties and responsibilities. Specifically, the

project will identify all the legally authorized Clerks' court-related services, activities, and task. Additionally, it will identify the customers for these services, performance of these activities, and to tie costs and revenues. It is intended to show that without adequate funding Florida citizens, the courts, public safety, and commerce will be adversely impacted.

Tentative schedule

- Nine court-related services; 35 activities, and over 420 tasks that cut across all 10 court divisions. (completed)
 - Finalize legal authorities (March)
 - Costing project (March)
 - Revenue identification (April/May)
 - Performance measures (Summer 2017)
- 2) Weighting subcases: The goal of the project is to weight subcases within court-divisions based on complexity of work involved to process a case from cradle to grave. The Work Group has met several time and developed a draft inventory of subcases with some initial weighting. However, finalizing weights is dependent on the work Clerk Burke is doing pertaining to ensuring that Clerks are reporting new cases consistently which ongoing. The Work Group will get back together to complete its work and provide its recommendations to the PIE and Budget Committees. There will be a need to amend the current outputs report to include subcases.

FLORIDA CCOOC

Clerks of Court
Operations Corporation



Quarterly Performance Measure and Action Plans Report

Section 28.35(2)(d) Florida Statutes

4th Quarter County Fiscal Year 2015 / 2016

(July 1, 2016 through September 30, 2016)

February, 2017



CFY 2015/2016 4TH QUARTER ACTION PLAN
TABLE OF CONTENTS

BACKGROUND	1
<hr/>	
COLLECTIONS	
<hr/>	
STATEWIDE PERFORMANCE SUMMARY	2
STATEWIDE PERFORMANCE BY REASON CODE	3
INTERNAL COLLECTION ACTION PLANS REQUIRED	3
STATEWIDE PERFORMANCE BY COURT DIVISION	4
HISTORIC COLLECTION RATES	5
DRUG TRAFFICKING COLLECTION SUMMARY	5
TIMELINESS	
<hr/>	
STATEWIDE PERFORMANCE SUMMARY	
○ TIMELINESS 1 - NEW CASES FILED	7
○ TIMELINESS 2 - CASES DOCKETED	7
STATEWIDE PERFORMANCE BY REASON CODE	8
○ TIMELINESS 1 - NEW CASES FILED	9
○ TIMELINESS 2 - CASES DOCKETED	9
○ TIMELINESS 1 & 2 INTERNAL ACTION PLANS REQUIRED	10
STATEWIDE PERFORMANCE BY COURT DIVISION	
○ TIMELINESS 1 - NEW CASES FILED	12
○ TIMELINESS 2 - CASES DOCKETED	12
HISTORIC TIMELINESS 1 & 2 RATES	13
JURY PAYMENT	
<hr/>	
STATEWIDE ACTION PLANS REQUIRED	15
STATEWIDE ACTION PLANS BY REASON CODE	15

CFY 2015/2016 4TH QUARTER ACTION PLAN
TABLE OF CONTENTS

APENDIXES

A: COUNTY PERFORMANCE BY DIVISION – COLLECTIONS	16
B: DRUG TRAFFICKING CASES - ASSESSMENT AND COLLECTION BY COUNTY	18
C: COUNTY PERFORMANCE BY DIVISION –TIMELINESS 1 (NEW CASES FILED)	20
D: COUNTY PERFORMANCE BY DIVISION –TIMELINESS 2 (DOCKET ENTRIES)	22
E: EXTERNAL FACTORS / DESCRIPTIONS PROVIDED FOR NOT MEETING PERFORMANCE STANDARDS (COLLECTIONS, TIMELINESS 1, TIMELINESS 2)	24
F: COUNTY PERFORMANCE BY DIVISION – JURY PAYMENT	28

Performance Measure & Quarterly Action Plan 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. 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 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 through quarterly reports provided by the Clerk's offices, due on the 20th of the month following the end of the quarter. CCOC provides notification of the status of the Clerks' performance standards to the Legislature through these quarterly reports.

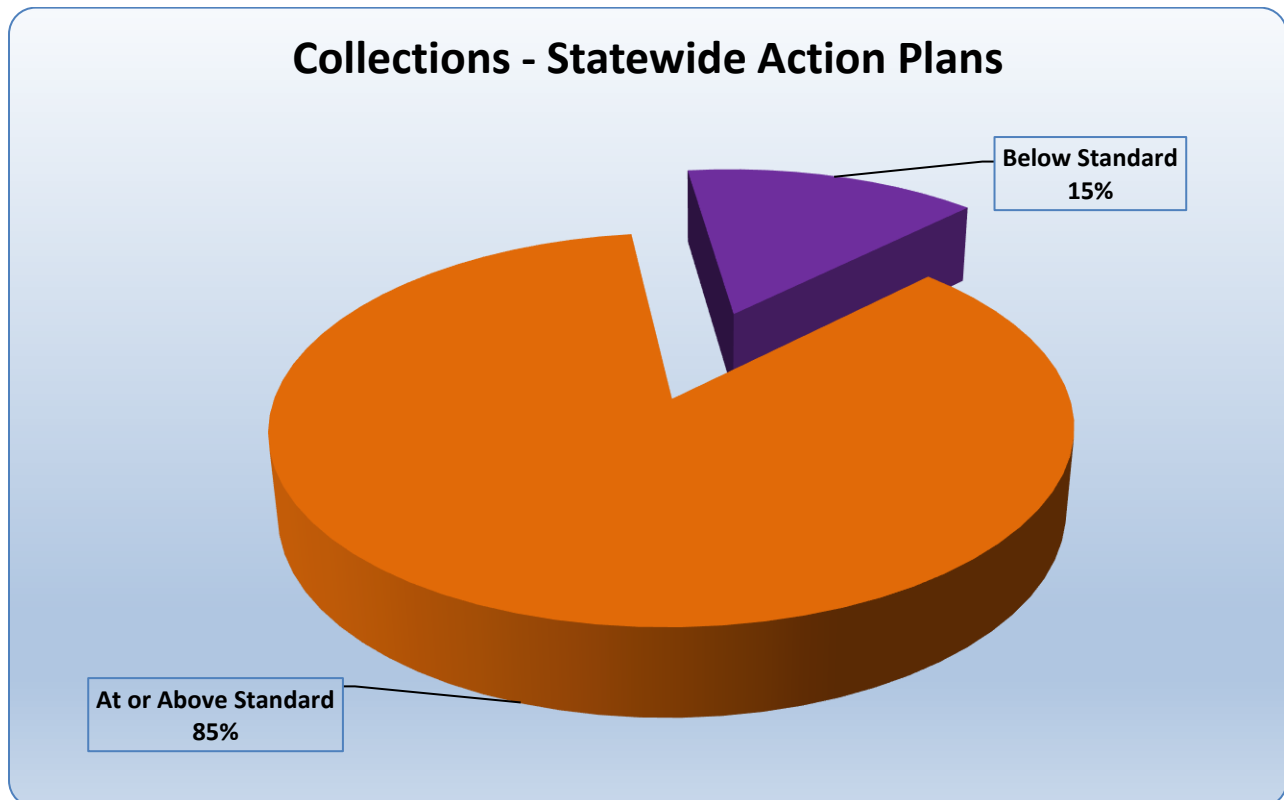
The quarterly report for the 4th quarter of CFY 2015/2016 provides information about the performance of the Clerks of Courts on standards relating to collections, timeliness and juror payment management. The report identifies the Clerk's offices not meeting each performance standard. In addition, the report provides a description of factors that may have contributed to the standard not being met. For the 4th quarter, CFY 2015/2016, seventeen (17) or 25.3% Clerks met or exceeded performance standards for all measures in the areas of collections, timeliness, and juror payment:

Alachua, Brevard, Charlotte, Collier, Flagler, Franklin, Glades, Gulf, Hardee, Holmes, Indian River, Jackson, Jefferson, St. Johns, St. Lucie, Sumter, Suwannee.

The remaining 50 counties required at least one action plan which are described in the following pages.

Collections – Statewide Performance CFY 2015/16; 4th Quarter

Court Divisions at or Above Standard	513
Court Divisions Below Standard (Action Plans Required)	90
Potential Action Plans Required	603



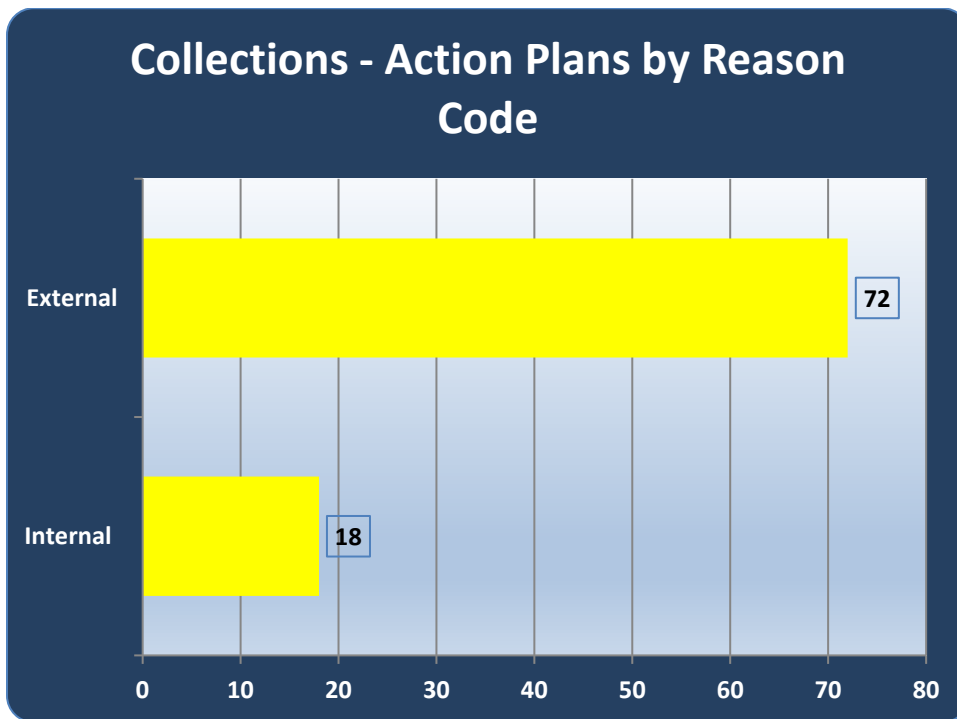
Collection Performance by Reason Code

Pursuant to Executive Council direction on October 6, 2015, the “Reason Codes” chosen for not meeting a statewide Collection performance measure were amended to clarify what was under the control of the Clerk’s office and what was not. The new reason codes are:

- “Internal” – Reasons are inter-office and controllable. Internal reasons will require an “Action to Improve” and a detailed explanation of the reason why the standard was not met and an expected duration of time to have this reason resolved.
- “External” – Factors outside of office management and/or process control. External Reasons will not require an Action to Improve but must have a detailed explanation of the external reason why the Collection Performance Standard was not met.

Collections – Statewide Performance CFY 2015/16; 4th Quarter

Of the 90 action plans where the collection standard was not met, 18 (20%) were classified as within the control of the Clerk. A list of the 18 action plans is found below. The remaining 72 (80%) action plans were outside the control of the Clerks’ offices. A list of these external reasons are found in Appendix E.



<u>Reason Code</u>	<u>Action plans</u>
Internal	18
External	72
Total	90

The 18 Action Plans required due to internal reasons are below.

#	County	Division	Plan to Improve
1	Bradford	Circuit Criminal	We are now allowing defendants to pay on-line.
2	Broward	Civil Traffic	Reduced hours of operation at our service windows and closed DHSMV payment locations because of budget reductions impact our collections efforts. Improvement in collection performance is anticipated in the next quarter.
3	Clay	Circuit Criminal	Defect in Report with our CMS- Tyler Technologies. OCF User Group is working with Tyler on a solution.
4	Gilchrist	Civil Traffic	Staffing issues
5	Manatee	Civil Traffic	Have manually rebuilt majority of financial codes/need to complete. Additional time may be needed before seeing improvement to percentage rate.
6	Marion	Circuit Criminal	Unable to create an action plan to improve. We are following procedures set by the Best Practices Committee.
7	Marion	County Criminal	Unable to create an action plan to improve. We are following procedures set by the Best Practices Committee.
8	Osceola	Civil Traffic	Osceola County continues to successfully collect and increase revenues for Traffic Citations. Each quarter the percentage improves due to the implementation of partial payment plans. We should meet the standard by the next quarter.
9	Pinellas	County Criminal	We are continuing to streamline and improve our collection efforts. Reallocating and training new staff in better methods of collection.

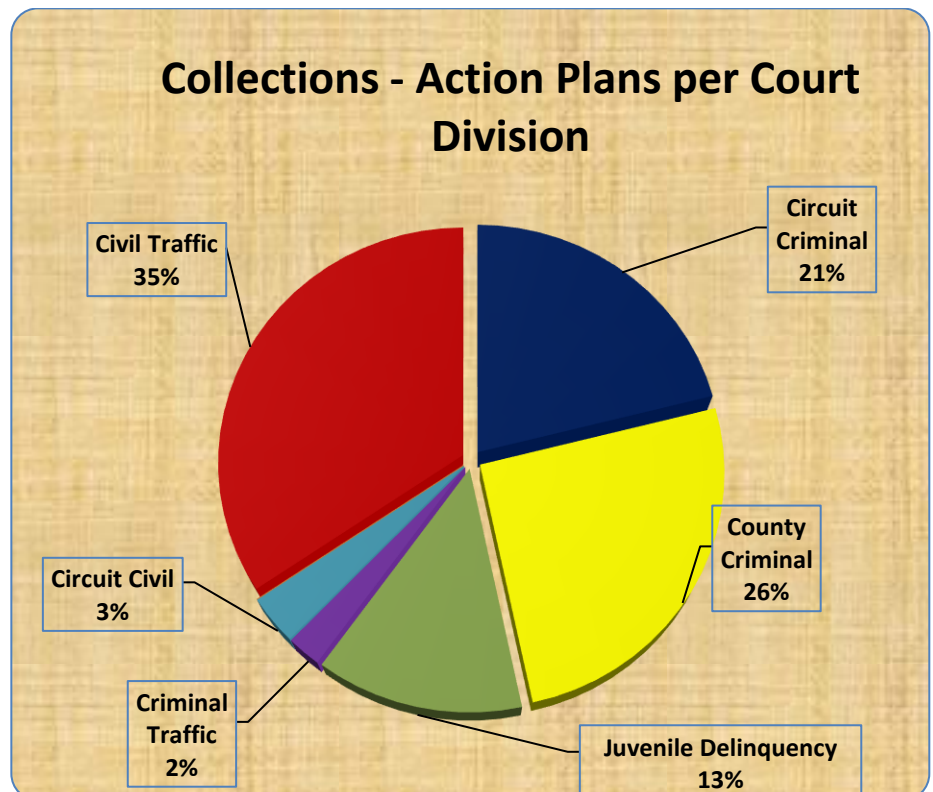
Collections – Statewide Performance CFY 2015/16; 4th Quarter

10	Pinellas	Juvenile Delinquency	Refining processes and looking for additional ways of improving our collections and by the next reporting period we hope to meet our standards.
11	Pinellas	Civil Traffic	Implementing new methods/ways of collecting fines/costs with staff and how they are addressing defendants out of court, at our counters and by phone.
12	Sarasota	Circuit Criminal	Intense management of existing payment plans and further utilization of collection agencies expected to improve collection rates in 2017.
13	Sarasota	County Criminal	Intense management of existing payment plans and further utilization of collection agencies expected to improve collection rates in 2017.
14	Sarasota	Civil Traffic	Intense management of existing payment plans and further utilization of collection agencies expected to improve collection rates in 2017.
15	Seminole	Civil Traffic	Additional funding to hire staff
16	Walton	Circuit Criminal	Larger mandatory drug assessments in addition to incarcerations. See additional notes.
17	Washington	Juvenile Delinquency	Increase our collection efforts
18	Washington	Civil Traffic	Increase our collection efforts

Collection Performance by Court Division

As shown below the civil traffic court division continues to exceed (35%) all other court divisions for not meeting collection standards. Criminal court cases also continue to be a challenge to collect.

<u>Division</u>	<u>Action Plans</u>
Circuit Criminal	19
County Criminal	23
Juvenile Delinquency	12
Criminal Traffic	2
Circuit Civil	3
County Civil	0
Civil Traffic	31
Probate	0
Family	0
Total	90



Collections – Statewide Performance CFY 2015/16; 4th Quarter

The table below shows that from the beginning of CFY 2015/16 through the 4th quarter all criminal court divisions showed a slight increase in collection performance. However, county criminal remains below the performance standard. The civil court divisions remained well above the collection standards from the beginning of the year through the 4th quarter. Civil traffic court division continues to remain well below the collection standard throughout the year. Compared to last year overall collection performance saw modest improvement.

Court Division	CFY 2014/15 Year End	CFY 2015/16 1st Quarter	CFY 2015/16 2nd Quarter	CFY 2015/16 3rd Quarter	CFY 2015/16 4th Quarter	Standard
Circuit Criminal	8.19%	8.81%	4.36% *	7.99%	9.48%	9.00%
Circuit Criminal (No Trafficking)*	NA	14.77%	8.62%	13.89%	15.20%	NA
County Criminal	38.54%	36.89%	29.86%	38.35%	37.71%	40.00%
Juvenile Delinquency	17.34%	15.35%	16.56%	17.97%	15.41%	9.00%
Criminal Traffic	61.27%	63.26%	53.16%	65.69%	65.55%	40.00%
Circuit Civil	98.91%	99.03%	98.94%	99.06%	99.21%	90.00%
County Civil	99.54%	99.64%	99.63%	99.46%	99.52%	90.00%
Civil Traffic	84.65%	85.66%	84.46%	85.13%	84.49%	90.00%
Probate	99.10%	99.16%	99.21%	98.83%	99.40%	90.00%
Family	96.12%	96.52%	97.05%	96.88%	96.68%	75.00%
Statewide	67.61%	67.47%	52.68%	66.35%	68.26%	

(2nd quarter note: One county reported data error that was corrected in the 3rd quarter.)

Recognizing the large percentage of drug trafficking assessments filed in the Circuit Criminal court division, the CCOC Executive Council approved further analysis of how these assessments and collections would affect the collection rate in the Circuit criminal division.

- After adjusting the drug trafficking mandatory assessments and collections; the statewide Circuit Criminal court division collection rate increased from 9.48% to 15.20%.
- Of the 19 counties that did not meeting the 9.0% collection standard, 12 of these counties would have met the standard once the drug trafficking assessment and collection data was removed. Those counties are:

Collections – Statewide Performance CFY 2015/16; 4th Quarter

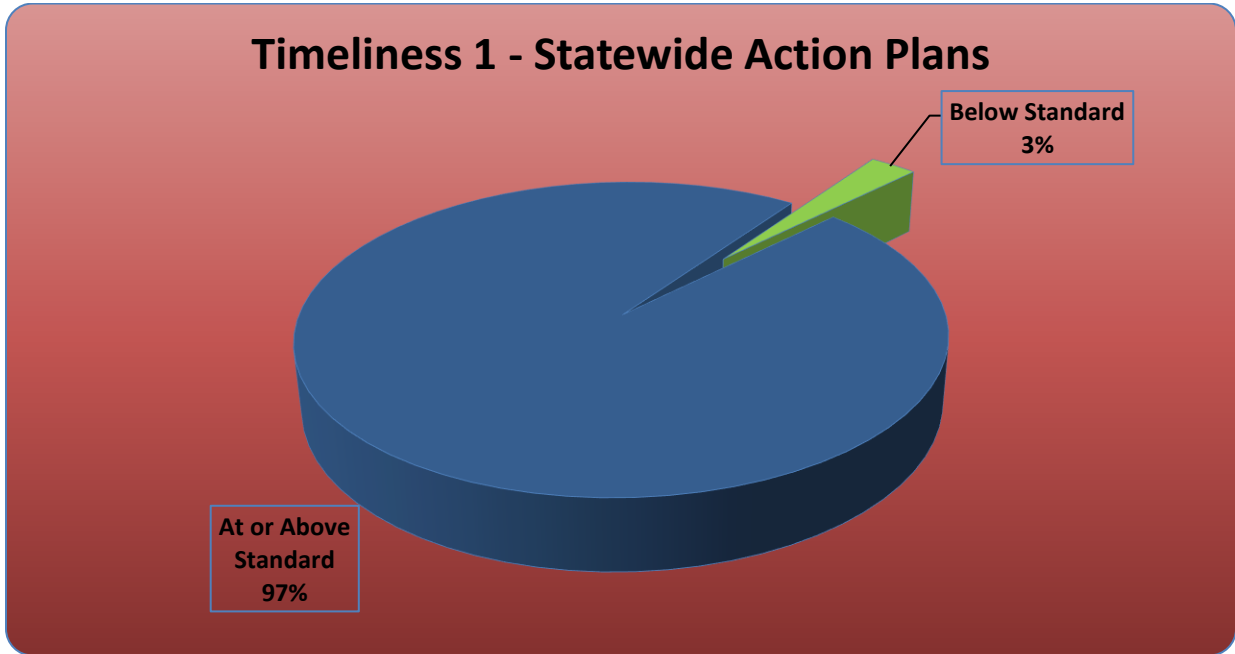
- Clay: Total Circuit Criminal Rate: 8.49% / Rate omitting Drug Trafficking: 27.48%
- Duval: Total Circuit Criminal Rate: 6.63% / Rate omitting Drug Trafficking: 10.64%
- Escambia: Total Circuit Criminal Rate: 8.68% / Rate omitting Drug Trafficking: 10.64%
- Marion: Total Circuit Criminal Rate: 6.68% / Rate omitting Drug Trafficking: 14.28%
- Osceola: Total Circuit Criminal Rate: 6.13% / Rate omitting Drug Trafficking: 11.18%
- Palm Beach: Total Circuit Criminal Rate: 6.11% / Rate omitting Drug Trafficking: 12.79%
- Pasco: Total Circuit Criminal Rate: 4.85% / Rate omitting Drug Trafficking: 18.30%
- Polk: Total Circuit Criminal Rate: 6.40% / Rate omitting Drug Trafficking: 13.67%
- Putnam: Total Circuit Criminal Rate: 2.39% / Rate omitting Drug Trafficking: 10.34%
- Sarasota: Total Circuit Criminal Rate: 7.72% / Rate omitting Drug Trafficking: 18.01%
- Volusia: Total Circuit Criminal Rate: 6.92% / Rate omitting Drug Trafficking: 9.49%
- Walton: Total Circuit Criminal Rate: 7.09% / Rate omitting Drug Trafficking: 14.47%

A complete table of the results seen by each county by removing the drug trafficking data from the Circuit Criminal division is found in Appendix B.

Timeliness - Statewide Performance CFY 2015/16; 4th Quarter

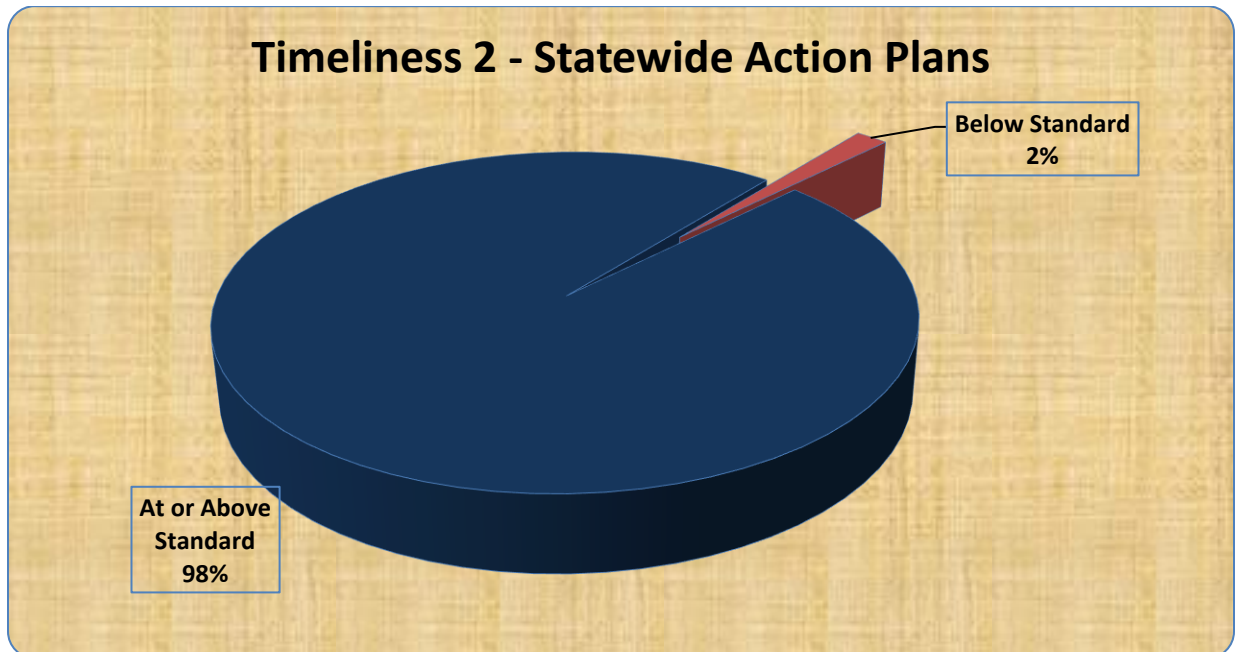
New Cases Filed

Court Divisions At or Above Standard	650
Court Divisions Below Standard (Action Plans Required)	20
Potential Action Plans Required	670



Cases Docketed

Court Divisions At or Above Standard	654
Court Divisions Below Standard (Action Plans Required)	16
Potential Action Plans Required	670



Timeliness - Statewide Performance CFY 2015/16; 4th Quarter

Timeliness Performance by Reason Codes

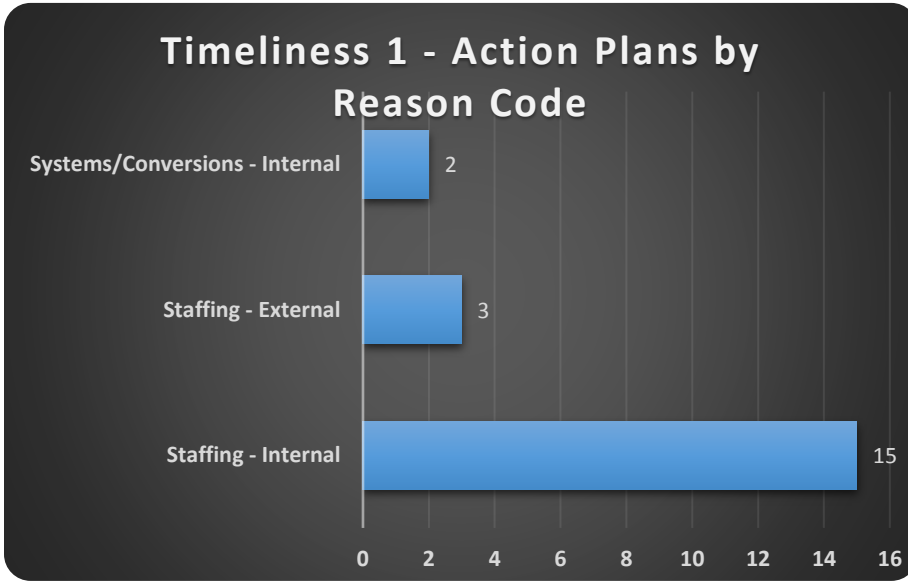
Pursuant to Executive Council direction on October 6, 2015, the “Reason Codes” chosen for not meeting a statewide Timeliness (filing cases timely and entering dockets timely) performance measures were amended to clarify what was under the control of the Clerk’s office to correct and what was not. The reason codes are:

- “Staffing - Internal”: Reason is inter-office and controllable. Internal Staffing reasons will require an “Action to Improve” and a detailed explanation of the reason why the standard was not met and an expected duration of time to have this reason resolved.
- “Staffing External”: Staffing factors outside of office management and/or process control. External Staffing Reasons will not require an Action to Improve but must have a detailed explanation of the external reason why the Timeliness Performance Standard was not met.
- “Systems / Conversions - Internal”: Reason is inter-office and controllable. Internal System reasons will require an “Action to Improve” including all factors noted above.
- “Systems – Conversions - External”: System / Conversion is outside of office management and/or process control. External Systems / Conversion reasons will not require an Action to Improve but must have a detailed explanation of the external reason why the Timeliness Performance Standard was not met.
- “Unfunded Mandates - External”: Federal, State and / or local mandates outside of office management and/or process control. Unfunded Mandate reason(s) will not require an Action to Improve but must have a detailed explanation of the external reason why the Timeliness Performance Standard was not met.

Timeliness 1 (Cases Filed) - Performance by Reason Code

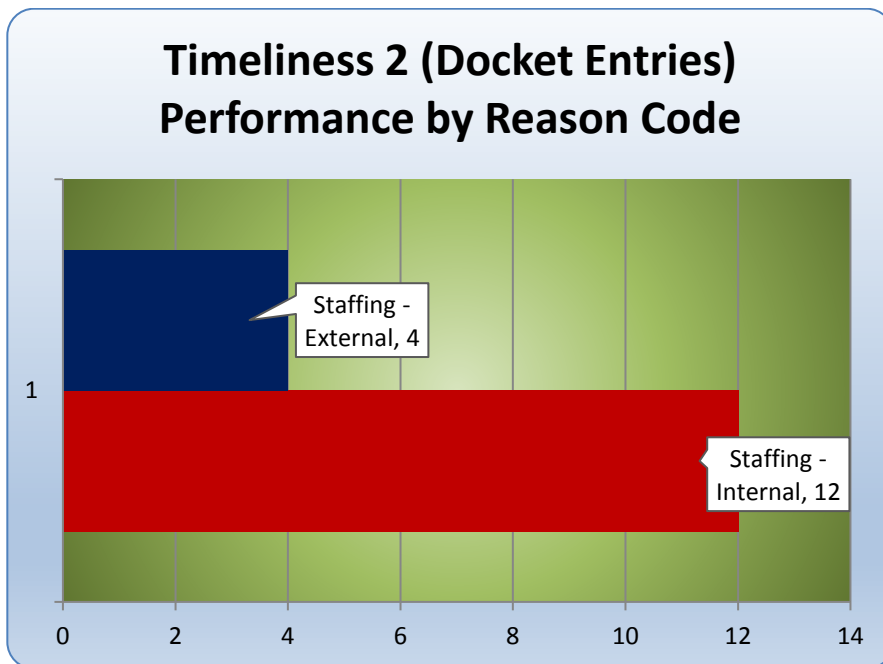
Of the 20 action plans required for not filing cases timely 75% of them the Clerks reported were in their control to correct. And of the 16 action plans required for not docketing cases timely again 75% of them the Clerks reported were also in their control to correct. All of the internal reasons generally related to inadequate staffing. The remaining 9 action plans the Clerks reported were not in their control to correct and these reasons are found in Appendix E.

Timeliness - Statewide Performance CFY 2015/16; 4th Quarter



Reason Code	Action Plans
Staffing – Internal	15
Staffing – External	3
System / Conversion - Internal	2
System / Conversion – External	0
Unfunded Mandates - External	0
Total	20

Timeliness 2 (Docket Entries) Performance by Reason Code



Reason Code	Action Plans
Staffing – Internal	12
Staffing – External	4
System / Conversion - Internal	0
System / Conversion – External	0
Unfunded Mandates - External	0
Total	16

Timeliness - Statewide Performance CFY 2015/16; 4th Quarter

Timeliness 1 (Case Processing) – Internal Office Action Plans

	<u>County</u>	<u>Division</u>	<u>Reason Code</u>	<u>Action Plan to Improve</u>
1	Broward	Circuit Civil	Staffing	Positions being filled and training of staff being conducted
2	Broward	Probate	Staffing	Additional case filers are needed in order to meet the 80% standard.
3	Columbia	County Criminal	Staffing	Down 1.0 FTE in this area and one experienced employee left to work for Court Admin with higher pay.
4	Columbia	Criminal Traffic	Staffing	Down 1.0 FTE in this area and one experienced employee left to work for Court Admin with higher pay.
5	Dixie	Circuit Criminal	Staffing	Need more staff
6	Gadsden	Criminal Traffic	Staffing	Insufficient staff available
7	Levy	Criminal Traffic	Staffing	Understaffed
8	Madison	Circuit Criminal	Staffing	Staff will work to meet the demands of the increased volume.
9	Madison	Criminal Traffic	Staffing	Staff will work to meet the demands of the volume.
10	Miami-Dade	Criminal Traffic	Staffing	Unable to meet standard due to reduced staffing as a result of budget cuts
11	Miami-Dade	Circuit Civil	Staffing	Unable to meet standard due to reduced staffing as a result of budget cuts
12	Miami-Dade	Civil Traffic	Staffing	Unable to meet standard due to reduced staffing as a result of budget cuts
13	Okaloosa	Criminal Traffic	Staffing	Undergoing reorganization due to budget constraints
14	Wakulla	County Criminal	Staffing	At this time, we are doing what we can with all the resources have been given.
15	Wakulla	Juvenile Delinquency	Staffing	At this time, we are doing what we can with all the resources have been given.

Timeliness - Statewide Performance CFY 2015/16; 4th Quarter

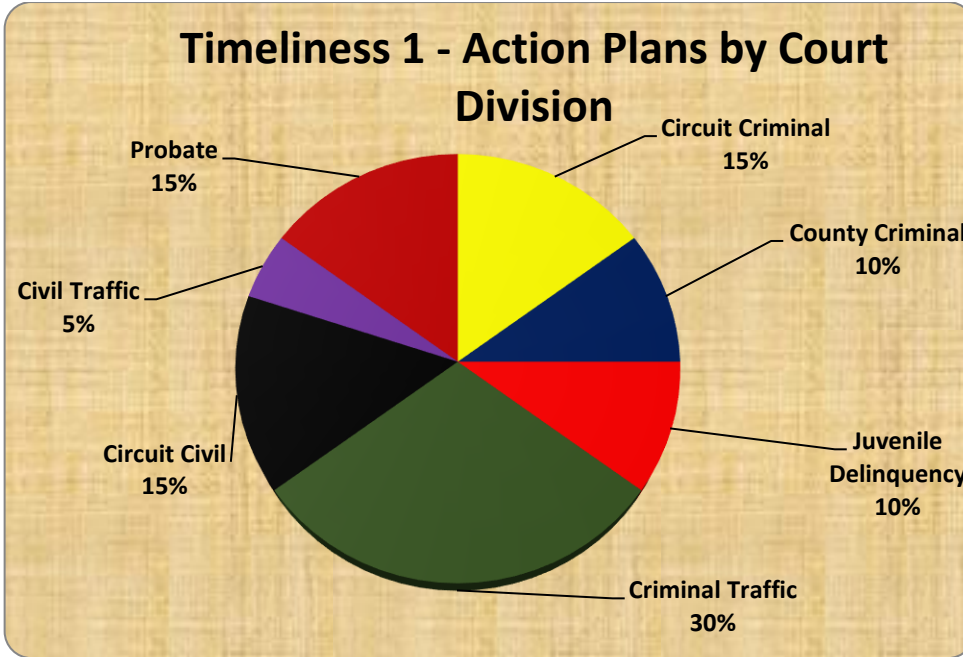
Timeliness 2 (Docket Entry) – Internal Office Action Plans

	<u>County</u>	<u>Division</u>	<u>Reason Code</u>	<u>Action Plan to Improve</u>
1	Broward	Probate	Staffing	As budgets permit, additional staffing is needed to consistently meet the 80% standard.
2	Broward	Family	Staffing	Positions being filled and training of staff.
3	Columbia	County Criminal	Staffing	Down 1.0 FTE in this area and one experienced employee left to work for Court Admin with higher pay.
4	Columbia	Criminal Traffic	Staffing	Down 1.0 FTE in this area and one experienced employee left to work for Court Admin with higher pay.
5	Gadsden	Criminal Traffic	Staffing	Insufficient staff available.
6	Levy	Circuit Civil	Staffing	Understaff No Budget to pay.
7	Levy	Probate	Staffing	Understaff No Budget to pay.
8	Levy	Family	Staffing	Understaff No Budget to pay.
9	Marion	Family	Staffing	Staff turnover, training new hires, transferred one FTE to Family to meet standards.
10	Miami-Dade	Circuit Civil	Staffing	Unable to meet standard due to reduced staffing as a result of budget cuts.
11	Monroe	Juvenile Delinquency	Staffing	Filled vacancy position.
12	Okeechobee	Juvenile Delinquency	Staffing	E-Portal-delay in the acceptance of cases thru the E-Portal.

Timeliness - Statewide Performance CFY 2015/16; 4th Quarter

Timeliness 1 (Cases Filed) - Performance by Court Division

As shown below the criminal court divisions (circuit, county, juvenile and traffic) accounted for a majority of all action plans for not filing cases timely. Most (30%) of these action plans occurred in criminal traffic.

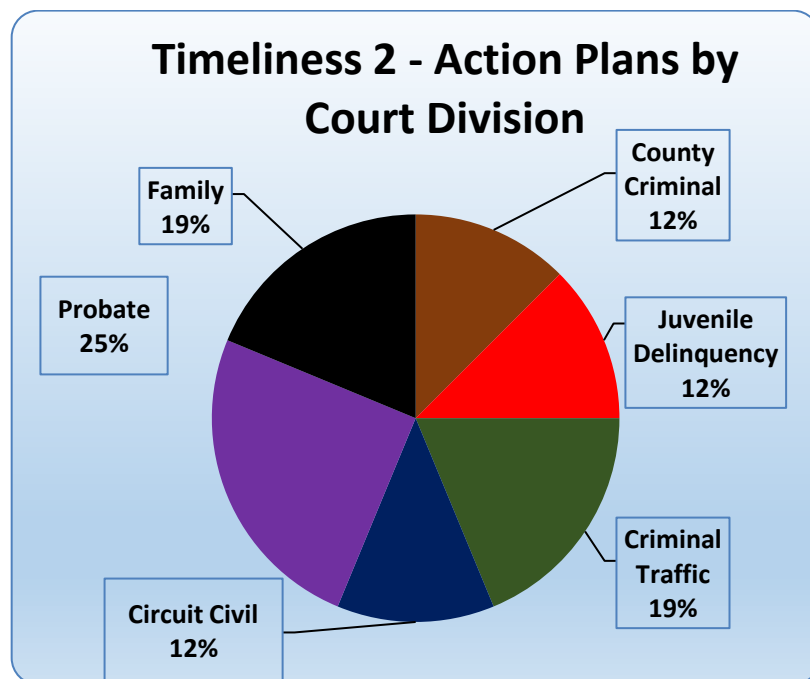


Division	Action Plans
Circuit Criminal	3
County Criminal	2
Juvenile Delinquency	2
Criminal Traffic	6
Circuit Civil	3
County Civil	0
Civil Traffic	1
Probate	3
Family	0
Juvenile Dependency	0
Total	20

Timeliness 2 (Docket Entry) - Performance by Court Division

As shown below the probate court division accounted for a quarter of the action plans for not meeting docketing cases timely.

Division	Action Plans
Circuit Criminal	0
County Criminal	2
Juvenile Delinquency	2
Criminal Traffic	3
Circuit Civil	2
County Civil	0
Civil Traffic	0
Probate	4
Family	3
Juvenile Dependency	0
Total	16



Timeliness - Statewide Performance CFY 2015/16; 4th Quarter

The table below, shows that from the beginning of CFY 2015/16 through the 4th quarter except for criminal traffic the criminal courts maintained and/or exceeded filing cases timely. This is not unexpected because of criminal due process rules. In contrast, offices are seeing a decrease in meeting standards in the civil divisions. Most notably, circuit civil performance slipped about 15% from the beginning of the year to below the standard. Compared to CFY 2014/15 all civil divisions showed a decrease in performance. In response to budget reductions, Clerk offices are prioritizing resources for the criminal divisions that may have been utilized to meet the civil timeliness standards previously.

Court Division	CFY 2014/15 Year End		CFY 2015/16 1st Quarter	CFY 2015/16 2nd Quarter	CFY 2015/16 3rd Quarter	CFY 2015/16 4th Quarter	Standard
Circuit Criminal	97.52%		97.73%	97.75%	97.98%	98.09%	80%
County Criminal	95.38%		96.39%	96.49%	94.69%	95.20%	80%
Juvenile Delinquency	96.53%		96.82%	97.57%	98.04%	97.54%	80%
Criminal Traffic	97.04%		94.48%	87.99%	86.59%	90.53%	80%
Circuit Civil	90.64%		91.63%	89.30%	77.47%	76.69%	80%
County Civil	95.43%		94.41%	97.04%	94.95%	94.34%	80%
Civil Traffic	95.59%		95.75%	91.22%	89.70%	90.70%	80%
Probate	95.45%		94.69%	96.03%	94.73%	95.03%	80%
Family	97.43%		97.43%	96.38%	96.90%	96.96%	80%
Juvenile Dependency	98.03%		97.76%	96.50%	96.43%	97.50%	80%

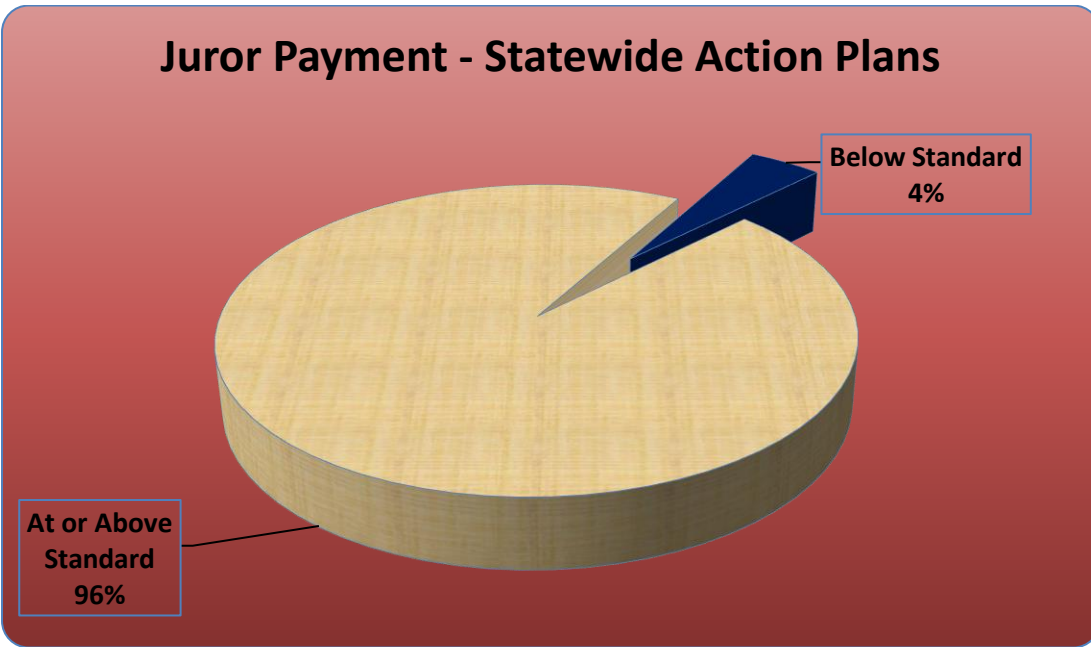
Timeliness - Statewide Performance CFY 2015/16; 4th Quarter

Like the Timeliness 1 measure, many court divisions are maintaining strong rates of meeting entering dockets timely from the beginning of the year. Again, the Criminal Divisions are meeting the standard regularly to ensure a defendant's right to due process. However, Clerk offices are also seeing a decrease in their civil court divisions especially in the circuit civil division. Compared to CFY 2014/15 except for dependency court; civil divisions showed a decrease in performance. In response to budget reductions, Clerk offices are prioritizing resources for the criminal divisions that may have been utilized to meet the civil timeliness standards previously.

Court Division	CFY 2014/15 Year End	CFY 2015/16 1st Quarter	CFY 2015/16 2nd Quarter	CFY 2015/16 3rd Quarter	CFY 2015/16 4th Quarter	Standard
Circuit Criminal	95.10%	95.14%	96.05%	95.43%	95.31%	80%
County Criminal	94.99%	94.25%	96.31%	95.81%	95.52%	80%
Juvenile Delinquency	96.37%	96.24%	95.25%	91.81%	97.46%	80%
Criminal Traffic	94.91%	95.90%	95.79%	95.46%	95.15%	80%
Circuit Civil	95.10%	91.34%	89.15%	85.78%	88.40%	80%
County Civil	96.52%	88.32%	91.98%	94.50%	95.26%	80%
Civil Traffic	96.74%	96.58%	96.66%	96.22%	96.41%	80%
Probate	95.23%	90.84%	96.51%	94.57%	94.84%	80%
Family	94.40%	93.42%	93.44%	91.47%	92.66%	80%
Juvenile Dependency	93.84%	94.56%	96.55%	96.19%	94.20%	80%

Jury Payments – Statewide Action Plans Required

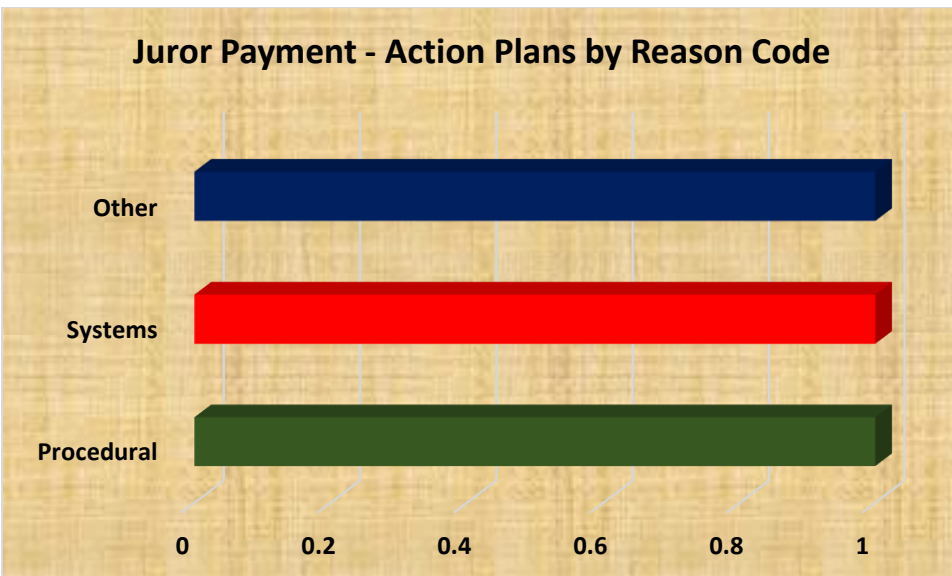
Court Divisions At or Above Standard	64
Court Divisions Below Standard (Action Plans Required)	3
Potential Action Plans Required	67



Jury Payment Action Plans by Reason Code

The performance standard for timely juror payment is 100% payment of jurors within 20 days of final jury attendance.

The reason codes for not meeting the performance standard were not changed from the previous reporting cycle.



Reason Code	Plans
Staffing-Workload	0
Staffing - Training	0
Systems	1
Procedural	1
Other	1
Total	3

Appendix A: Collections Performance by Division											
County	Reporting Quarter	Circuit Criminal	County Criminal	Juvenile Delinquency	Criminal Traffic	Circuit Civil	County Civil	Civil Traffic	Probate	Family	Total
Alachua	Qrt 4 7/1-9/30										0
Baker	Qrt 4 7/1-9/30		External		External			External			3
Bay	Qrt 4 7/1-9/30	External	External					External			3
Bradford	Qrt 4 7/1-9/30	Internal									1
Brevard	Qrt 4 7/1-9/30										0
Broward	Qrt 4 7/1-9/30			External				Internal			2
Calhoun	Qrt 4 7/1-9/30		External								1
Charlotte	Qrt 4 7/1-9/30										0
Citrus	Qrt 4 7/1-9/30										0
Clay	Qrt 4 7/1-9/30	Internal									1
Collier	Qrt 4 7/1-9/30										0
Columbia	Qrt 4 7/1-9/30		External								1
Dade	Qrt 4 7/1-9/30		External					External			2
Desoto	Qrt 4 7/1-9/30		External								1
Dixie	Qrt 4 7/1-9/30		External		External			External			3
Duval	Qrt 4 7/1-9/30	External	External					External			3
Escambia	Qrt 4 7/1-9/30	External						External			2
Flagler	Qrt 4 7/1-9/30										0
Franklin	Qrt 4 7/1-9/30										0
Gadsden	Qrt 4 7/1-9/30		External					External			2
Gilchrist	Qrt 4 7/1-9/30							Internal			1
Glades	Qrt 4 7/1-9/30										0
Gulf	Qrt 4 7/1-9/30										0
Hamilton	Qrt 4 7/1-9/30							External			1
Hardee	Qrt 4 7/1-9/30										0
Hendry	Qrt 4 7/1-9/30			External				External			2
Hernando	Qrt 4 7/1-9/30							External			1
Highlands	Qrt 4 7/1-9/30	External	External								2
Hillsborough	Qrt 4 7/1-9/30	External	External					External			3
Holmes	Qrt 4 7/1-9/30										0
Indian River	Qrt 4 7/1-9/30										0
Jackson	Qrt 4 7/1-9/30										0
Jefferson	Qrt 4 7/1-9/30										0
Lafayette	Qrt 4 7/1-9/30	External									1
Lake	Qrt 4 7/1-9/30		External								1
Lee	Qrt 4 7/1-9/30			External				External			2
Leon	Qrt 4 7/1-9/30		External			External		External			3
Levy	Qrt 4 7/1-9/30							External			1
Liberty	Qrt 4 7/1-9/30	External		External		External					3
Madison	Qrt 4 7/1-9/30	External	External					External			3
Manatee	Qrt 4 7/1-9/30		External					Internal			2
Marion	Qrt 4 7/1-9/30	Internal	Internal								2
Martin	Qrt 4 7/1-9/30										0

Appendix A: Collections Performance by Division											
County	Reporting Quarter	Circuit Criminal	County Criminal	Juvenile Delinquency	Criminal Traffic	Circuit Civil	County Civil	Civil Traffic	Probate	Family	Total
Monroe	Qrt 4 7/1-9/30										0
Nassau	Qrt 4 7/1-9/30							External			1
Okaloosa	Qrt 4 7/1-9/30							External			1
Okeechobee	Qrt 4 7/1-9/30							External			1
Orange	Qrt 4 7/1-9/30		External	External				External			3
Osceola	Qrt 4 7/1-9/30	External						Internal			2
Palm Beach	Qrt 4 7/1-9/30	External	External	External							3
Pasco	Qrt 4 7/1-9/30	External									1
Pinellas	Qrt 4 7/1-9/30		Internal	Internal				Internal			3
Polk	Qrt 4 7/1-9/30	External	External					External			3
Putnam	Qrt 4 7/1-9/30		External	External				External			3
Santa Rosa	Qrt 4 7/1-9/30							External			1
Sarasota	Qrt 4 7/1-9/30	Internal	Internal					Internal			3
Seminole	Qrt 4 7/1-9/30							Internal			1
St. Johns	Qrt 4 7/1-9/30										0
St. Lucie	Qrt 4 7/1-9/30										0
Sumter	Qrt 4 7/1-9/30										0
Suwannee	Qrt 4 7/1-9/30										0
Taylor	Qrt 4 7/1-9/30			External							1
Union	Qrt 4 7/1-9/30					External		External			2
Volusia	Qrt 4 7/1-9/30	External	External	External							3
Wakulla	Qrt 4 7/1-9/30			External							1
Walton	Qrt 4 7/1-9/30	Internal									1
Washington	Qrt 4 7/1-9/30	External		Internal				Internal			3
Statewide		19	23	12	2	3	0	31	0	0	90
Internal Reasons		5	3	2	0	0	0	8	0	0	18
External Reasons		14	20	10	2	3	0	23	0	0	72

Appendix B

Drug Traffic Assessment and Collections Affect on Circuit Criminal Collection Rate

CFY 2015/16 4th Quarter Analysis

Circuit Criminal

Drug Trafficking

Circuit Criminal Net

CountyName	Assessment	Collection	%
Alachua	\$ 477,391.10	\$ 108,356.23	22.70%
Baker	\$ 65,110.90	\$ 8,055.41	12.37%
Bay	\$ 993,184.09	\$ 80,700.81	8.13%
Bradford	\$ 237,930.64	\$ 18,855.47	7.92%
Brevard	\$ 779,508.53	\$ 110,478.31	14.17%
Broward	\$ 3,336,726.72	\$ 342,672.51	10.27%
Calhoun	\$ 66,423.00	\$ 7,493.00	11.28%
Charlotte	\$ 203,490.85	\$ 59,589.23	29.28%
Citrus	\$ 663,865.43	\$ 64,773.37	9.76%
Clay	\$ 913,609.00	\$ 77,557.00	8.49%
Collier	\$ 446,218.92	\$ 91,515.38	20.51%
Columbia	\$ 168,677.73	\$ 23,621.33	14.00%
Desoto	\$ 150,714.39	\$ 27,793.48	18.44%
Dixie	\$ 16,465.00	\$ 2,525.00	15.34%
Duval	\$ 2,391,343.40	\$ 158,647.19	6.63%
Escambia	\$ 1,473,606.12	\$ 127,963.57	8.68%
Flagler	\$ 156,877.00	\$ 16,865.34	10.75%
Franklin	\$ 38,668.00	\$ 4,063.16	10.51%
Gadsden	\$ 88,443.00	\$ 13,332.94	15.08%
Gilchrist	\$ 29,260.00	\$ 5,379.00	18.38%
Glades	\$ 18,176.35	\$ 7,746.85	42.62%
Gulf	\$ 88,939.31	\$ 9,189.14	10.33%
Hamilton	\$ 47,740.75	\$ 6,549.03	13.72%
Hardee	\$ 114,260.47	\$ 17,397.35	15.23%
Hendry	\$ 65,312.00	\$ 23,696.31	36.28%
Hernando	\$ 495,981.51	\$ 59,331.85	11.96%
Highlands	\$ 333,429.75	\$ 18,647.15	5.59%
Hillsborough	\$ 6,657,692.00	\$ 617,623.00	9.28%
Holmes	\$ 230,800.81	\$ 23,913.72	10.36%
Indian River	\$ 358,265.78	\$ 34,607.32	9.66%
Jackson	\$ 143,370.37	\$ 19,968.65	13.93%
Jefferson	\$ 11,830.00	\$ 2,536.45	21.44%
Lafayette	\$ 45,702.00	\$ 2,185.43	4.78%
Lake	\$ 980,076.35	\$ 102,964.36	10.51%
Lee	\$ 968,129.00	\$ 110,451.00	11.41%
Leon	\$ 1,202,674.94	\$ 229,679.01	19.10%
Levy	\$ 51,635.05	\$ 11,442.47	22.16%
Liberty	\$ 23,095.50	\$ 1,673.77	7.25%
Madison	\$ 144,093.50	\$ 10,318.44	7.16%
Manatee	\$ 712,624.92	\$ 90,382.77	12.68%
Marion	\$ 2,778,601.53	\$ 185,673.06	6.68%
Martin	\$ 400,510.93	\$ 42,728.39	10.67%
Miami-Dade	\$ 2,643,864.00	\$ 377,015.00	14.26%
Monroe	\$ 234,192.00	\$ 71,547.00	30.55%
Nassau	\$ 73,018.50	\$ 11,645.95	15.95%
Okaloosa	\$ 867,583.00	\$ 101,121.18	11.66%
Okeechobee	\$ 175,207.61	\$ 19,339.55	11.04%

Assessment	Collection	%
\$ 107,334.00	\$ -	0.00%
\$ -	\$ -	#DIV/0!
\$262,520.00	\$ 89.00	0.03%
\$ -	\$ -	#DIV/0!
\$213,337.00	\$ 320.00	0.15%
\$251,730.35	\$4,424.62	1.76%
\$ -	\$ -	#DIV/0!
\$ -	\$ -	#DIV/0!
\$320,410.00	\$912.04	0.28%
\$631,410.00	\$ 2.00	0.00%
\$160,325.29	\$410.89	0.26%
\$ -	\$ -	#DIV/0!
\$ 100.00	\$ -	0.00%
\$ -	\$ -	#DIV/0!
\$907,722.39	\$ 840.78	0.09%
\$589,864.38	\$ 204.00	0.03%
\$50,668.00	\$ -	0.00%
\$ -	\$ -	#DIV/0!
\$32,934.00	\$9,702.37	29.46%
\$ -	\$ -	#DIV/0!
\$ 250.00	\$ -	0.00%
\$ -	\$ -	#DIV/0!
\$ -	\$ -	#DIV/0!
\$ -	\$ -	#DIV/0!
\$ -	\$ -	#DIV/0!
\$54,045.00	\$ -	0.00%
\$54,568.00	\$ -	0.00%
\$3,850,168.00	\$255.88	0.01%
\$ -	\$ -	#DIV/0!
\$53,893.50	\$ -	0.00%
\$ -	\$ -	#DIV/0!
\$ -	\$ -	#DIV/0!
\$ -	\$ -	#DIV/0!
\$ 250,000.00	\$ -	0.00%
\$455,300.00	\$1,614.00	0.35%
\$217,199.74	\$854.09	0.39%
\$ -	\$ -	#DIV/0!
\$ -	\$ -	#DIV/0!
\$ -	\$ -	#DIV/0!
\$ 52,918.00	\$ -	0.00%
\$1,485,838.89	\$1,122.46	0.08%
\$110,594.00	\$ -	0.00%
\$110,169.00	\$10,562.00	9.59%
\$66,909.39	\$29,174.20	43.60%
\$ -	\$ -	#DIV/0!
\$160,946.50	\$94.50	0.06%
\$ 50,000.00	\$ -	0.00%

Assessment	Collection	%
\$ 370,057.10	\$ 108,356.23	29.28%
\$ 65,110.90	\$ 8,055.41	12.37%
\$ 730,664.09	\$ 80,611.81	11.03%
\$ 237,930.64	\$ 18,855.47	7.92%
\$ 566,171.53	\$ 110,158.31	19.46%
\$ 3,084,996.37	\$ 338,247.89	10.96%
\$ 66,423.00	\$ 7,493.00	11.28%
\$ 203,490.85	\$ 59,589.23	29.28%
\$ 343,455.43	\$ 63,861.33	18.59%
\$ 282,199.00	\$ 77,555.00	27.48%
\$ 285,893.63	\$ 91,104.49	31.87%
\$ 168,677.73	\$ 23,621.33	14.00%
\$ 150,614.39	\$ 27,793.48	18.45%
\$ 16,465.00	\$ 2,525.00	15.34%
\$ 1,483,621.01	\$ 157,806.41	10.64%
\$ 883,741.74	\$ 127,759.57	14.46%
\$ 106,209.00	\$ 16,865.34	15.88%
\$ 38,668.00	\$ 4,063.16	10.51%
\$ 55,509.00	\$ 3,630.57	6.54%
\$ 29,260.00	\$ 5,379.00	18.38%
\$ 17,926.35	\$ 7,746.85	43.21%
\$ 88,939.31	\$ 9,189.14	10.33%
\$ 47,740.75	\$ 6,549.03	13.72%
\$ 114,260.47	\$ 17,397.35	15.23%
\$ 65,312.00	\$ 23,696.31	36.28%
\$ 441,936.51	\$ 59,331.85	13.43%
\$ 278,861.75	\$ 18,647.15	6.69%
\$ 2,807,524.00	\$ 617,367.12	21.99%
\$ 230,800.81	\$ 23,913.72	10.36%
\$ 304,372.28	\$ 34,607.32	11.37%
\$ 143,370.37	\$ 19,968.65	13.93%
\$ 11,830.00	\$ 2,536.45	21.44%
\$ 45,702.00	\$ 2,185.43	4.78%
\$ 730,076.35	\$ 102,964.36	14.10%
\$ 512,829.00	\$ 108,837.00	21.22%
\$ 985,475.20	\$ 228,824.92	23.22%
\$ 51,635.05	\$ 11,442.47	22.16%
\$ 23,095.50	\$ 1,673.77	7.25%
\$ 144,093.50	\$ 10,318.44	7.16%
\$ 659,706.92	\$ 90,382.77	13.70%
\$ 1,292,762.64	\$ 184,550.60	14.28%
\$ 289,916.93	\$ 42,728.39	14.74%
\$ 2,533,695.00	\$ 366,453.00	14.46%
\$ 167,282.61	\$ 42,372.80	25.33%
\$ 73,018.50	\$ 11,645.95	15.95%
\$ 706,636.50	\$ 101,026.68	14.30%
\$ 125,207.61	\$ 19,339.55	15.45%

Appendix B

Drug Traffic Assessment and Collections Affect on Circuit Criminal Collection Rate

CFY 2015/16 4th Quarter Analysis

Circuit Criminal				Drug Trafficking			Circuit Criminal Net		
CountyName	Assessment	Collection	%	Assessment	Collection	%	Assessment	Collection	%
Orange	\$ 3,048,174.00	\$ 348,794.00	11.44%	\$875,128.58	\$3,551.50	0.41%	\$ 2,173,045.42	\$ 345,242.50	15.89%
Osceola	\$ 2,927,355.93	\$ 179,419.08	6.13%	\$1,353,358.87	\$3,505.87	0.26%	\$ 1,573,997.06	\$ 175,913.21	11.18%
Palm Beach	\$ 3,129,184.51	\$ 191,264.73	6.11%	\$1,634,113.15	\$ -	0.00%	\$ 1,495,071.36	\$ 191,264.73	12.79%
Pasco	\$ 3,791,011.22	\$ 183,818.93	4.85%	\$2,786,575.00	\$ -	0.00%	\$ 1,004,436.22	\$ 183,818.93	18.30%
Pinellas	\$ 3,022,480.00	\$ 294,306.00	9.74%	\$1,220,273.00	\$ -	0.00%	\$ 1,802,207.00	\$ 294,306.00	16.33%
Polk	\$ 3,517,611.74	\$ 225,097.74	6.40%	\$1,872,489.00	\$156.42	0.01%	\$ 1,645,122.74	\$ 224,941.32	13.67%
Putnam	\$ 756,996.42	\$ 18,125.85	2.39%	\$581,945.00	\$ 26.48	0.00%	\$ 175,051.42	\$ 18,099.37	10.34%
Santa Rosa	\$ 545,709.92	\$ 60,364.79	11.06%	\$264,240.00	\$ -	0.00%	\$ 281,469.92	\$ 60,364.79	21.45%
Sarasota	\$ 1,344,651.89	\$ 103,856.35	7.72%	\$767,971.57	\$ -	0.00%	\$ 576,680.32	\$ 103,856.35	18.01%
Seminole	\$ 1,181,488.78	\$ 156,551.05	13.25%	\$ -	\$ -	#DIV/0!	\$ 1,181,488.78	\$ 156,551.05	13.25%
St. Johns	\$ 303,990.79	\$ 43,034.67	14.16%	\$106,036.00	\$ -	0.00%	\$ 197,954.79	\$ 43,034.67	21.74%
St. Lucie	\$ 1,069,370.96	\$ 100,949.38	9.44%	\$455,200.50	\$157.71	0.03%	\$ 614,170.46	\$ 100,791.67	16.41%
Sumter	\$ 271,716.19	\$ 29,555.97	10.88%	\$ -	\$ -	#DIV/0!	\$ 271,716.19	\$ 29,555.97	10.88%
Suwannee	\$ 192,032.29	\$ 20,074.59	10.45%	\$54,338.37	\$1,898.00	3.49%	\$ 137,693.92	\$ 18,176.59	13.20%
Taylor	\$ 140,169.12	\$ 15,921.40	11.36%	\$ -	\$ -	#DIV/0!	\$ 140,169.12	\$ 15,921.40	11.36%
Union	\$ 24,826.50	\$ 4,609.76	18.57%	\$ -	\$ -	#DIV/0!	\$ 24,826.50	\$ 4,609.76	18.57%
Volusia	\$ 1,846,956.32	\$ 127,764.43	6.92%	\$503,062.54	\$179.59	0.04%	\$ 1,343,893.78	\$ 127,584.84	9.49%
Wakulla	\$ 61,871.46	\$ 15,819.00	25.57%	\$ -	\$ -	#DIV/0!	\$ 61,871.46	\$ 15,819.00	25.57%
Walton	\$ 294,292.00	\$ 20,874.00	7.09%	\$ 150,000.00	\$ -	0.00%	\$ 144,292.00	\$ 20,874.00	14.47%
Washington	\$ 197,479.50	\$ 10,206.50	5.17%	\$ -	\$ -	#DIV/0!	\$ 197,479.50	\$ 10,206.50	5.17%
Statewide	\$ 60,231,691.29	\$ 5,710,020.15	9.48%	\$ 23,125,887.01	\$ 70,058.40	0.30%	\$ 37,105,804.28	\$ 5,639,961.75	15.20%

* NOTE 1 Shaded Counties meet Circuit Criminal collection standard once Drug Trafficking assessments and collection amounts are removed.

Appendix C: Timeliness Standard 1 (New Cases Opened) Performance by Division												
County	Reporting Quarter	Circuit Criminal	County Criminal	Juvenile Delinquency	Criminal Traffic	Circuit Civil	County Civil	Civil Traffic	Probate	Family	Juvenile Dependency	Total
Alachua	Qrt 4 7/1-9/30											0
Baker	Qrt 4 7/1-9/30											0
Bay	Qrt 4 7/1-9/30											0
Bradford	Qrt 4 7/1-9/30											0
Brevard	Qrt 4 7/1-9/30											0
Broward	Qrt 4 7/1-9/30					Staffing - Internal			Staffing - Internal			2
Calhoun	Qrt 4 7/1-9/30											0
Charlotte	Qrt 4 7/1-9/30											0
Citrus	Qrt 4 7/1-9/30								Staffing - External			1
Clay	Qrt 4 7/1-9/30											0
Collier	Qrt 4 7/1-9/30											0
Columbia	Qrt 4 7/1-9/30		Staffing - Internal		Staffing - Internal							2
Dade	Qrt 4 7/1-9/30				Staffing - Internal	Staffing - Internal		Staffing - Internal				3
Desoto	Qrt 4 7/1-9/30											0
Dixie	Qrt 4 7/1-9/30	Staffing - Internal										1
Duval	Qrt 4 7/1-9/30											0
Escambia	Qrt 4 7/1-9/30											0
Flagler	Qrt 4 7/1-9/30											0
Franklin	Qrt 4 7/1-9/30											0
Gadsden	Qrt 4 7/1-9/30				Staffing - Internal							1
Gilchrist	Qrt 4 7/1-9/30											0
Glades	Qrt 4 7/1-9/30											0
Gulf	Qrt 4 7/1-9/30											0
Hamilton	Qrt 4 7/1-9/30											0
Hardee	Qrt 4 7/1-9/30											0
Hendry	Qrt 4 7/1-9/30	Staffing - External										1
Hernando	Qrt 4 7/1-9/30											0
Highlands	Qrt 4 7/1-9/30											0
Hillsborough	Qrt 4 7/1-9/30											0
Holmes	Qrt 4 7/1-9/30											0
Indian River	Qrt 4 7/1-9/30											0
Jackson	Qrt 4 7/1-9/30											0
Jefferson	Qrt 4 7/1-9/30											0
Lafayette	Qrt 4 7/1-9/30											0
Lake	Qrt 4 7/1-9/30								Staffing - External			1
Lee	Qrt 4 7/1-9/30											0
Leon	Qrt 4 7/1-9/30											0
Levy	Qrt 4 7/1-9/30				Staffing - Internal							1
Liberty	Qrt 4 7/1-9/30											0
Madison	Qrt 4 7/1-9/30	Staffing - Internal			Staffing - Internal							2
Manatee	Qrt 4 7/1-9/30											0
Marion	Qrt 4 7/1-9/30											0
Martin	Qrt 4 7/1-9/30											0

Appendix C: Timeliness Standard 1 (New Cases Opened) Performance by Division												
County	Reporting Quarter	Circuit Criminal	County Criminal	Juvenile Delinquency	Criminal Traffic	Circuit Civil	County Civil	Civil Traffic	Probate	Family	Juvenile Dependency	Total
Monroe	Qrt 4 7/1-9/30											0
Nassau	Qrt 4 7/1-9/30											0
Okaloosa	Qrt 4 7/1-9/30				Staffing - Internal							1
Okeechobee	Qrt 4 7/1-9/30			Systems/Conversions - External		Systems/Conversions - External						2
Orange	Qrt 4 7/1-9/30											0
Osceola	Qrt 4 7/1-9/30											0
Palm Beach	Qrt 4 7/1-9/30											0
Pasco	Qrt 4 7/1-9/30											0
Pinellas	Qrt 4 7/1-9/30											0
Polk	Qrt 4 7/1-9/30											0
Putnam	Qrt 4 7/1-9/30											0
Santa Rosa	Qrt 4 7/1-9/30											0
Sarasota	Qrt 4 7/1-9/30											0
Seminole	Qrt 4 7/1-9/30											0
St. Johns	Qrt 4 7/1-9/30											0
St. Lucie	Qrt 4 7/1-9/30											0
Sumter	Qrt 4 7/1-9/30											0
Suwannee	Qrt 4 7/1-9/30											0
Taylor	Qrt 4 7/1-9/30											0
Union	Qrt 4 7/1-9/30											0
Volusia	Qrt 4 7/1-9/30											0
Wakulla	Qrt 4 7/1-9/30		Staffing - Internal	Staffing - Internal								2
Walton	Qrt 4 7/1-9/30											0
Washington	Qrt 4 7/1-9/30											0
Statewide		3	2	2	6	3	0	1	3	0	0	20
Internal Reasons		2	2	1	6	2	0	1	1	0	0	15
External Reasons		1	0	1	0	1	0	0	2	0	0	5

Appendix D: Timeliness Standard 2 (Cases Docketed) Performance by Division												
County	Reporting Quarter	Circuit Criminal	County Criminal	Juvenile Delinquency	Criminal Traffic	Circuit Civil	County Civil	Civil Traffic	Probate	Family	Juvenile Dependency	Total
Alachua	Qrt 4 7/1-9/30											0
Baker	Qrt 4 7/1-9/30											0
Bay	Qrt 4 7/1-9/30											0
Bradford	Qrt 4 7/1-9/30											0
Brevard	Qrt 4 7/1-9/30											0
Broward	Qrt 4 7/1-9/30								Staffing - Internal	Staffing - Internal		2
Calhoun	Qrt 4 7/1-9/30											0
Charlotte	Qrt 4 7/1-9/30											0
Citrus	Qrt 4 7/1-9/30								Staffing - External			1
Clay	Qrt 4 7/1-9/30											0
Collier	Qrt 4 7/1-9/30											0
Columbia	Qrt 4 7/1-9/30		Staffing - Internal		Staffing - Internal							2
Dade	Qrt 4 7/1-9/30					Staffing - Internal						1
Desoto	Qrt 4 7/1-9/30											0
Dixie	Qrt 4 7/1-9/30											0
Duval	Qrt 4 7/1-9/30											0
Escambia	Qrt 4 7/1-9/30											0
Flagler	Qrt 4 7/1-9/30											0
Franklin	Qrt 4 7/1-9/30											0
Gadsden	Qrt 4 7/1-9/30				Staffing - Internal							1
Gilchrist	Qrt 4 7/1-9/30											0
Glades	Qrt 4 7/1-9/30											0
Gulf	Qrt 4 7/1-9/30											0
Hamilton	Qrt 4 7/1-9/30											0
Hardee	Qrt 4 7/1-9/30											0
Hendry	Qrt 4 7/1-9/30		Staffing - External		Staffing - External							2
Hernando	Qrt 4 7/1-9/30											0
Highlands	Qrt 4 7/1-9/30											0
Hillsborough	Qrt 4 7/1-9/30											0
Holmes	Qrt 4 7/1-9/30											0
Indian River	Qrt 4 7/1-9/30											0
Jackson	Qrt 4 7/1-9/30											0
Jefferson	Qrt 4 7/1-9/30											0
Lafayette	Qrt 4 7/1-9/30											0
Lake	Qrt 4 7/1-9/30								Staffing - External			1
Lee	Qrt 4 7/1-9/30											0
Leon	Qrt 4 7/1-9/30											0
Levy	Qrt 4 7/1-9/30					Staffing - Internal			Staffing - Internal	Staffing - Internal		3
Liberty	Qrt 4 7/1-9/30											0
Madison	Qrt 4 7/1-9/30											0
Manatee	Qrt 4 7/1-9/30											0

Appendix D: Timeliness Standard 2 (Cases Docketed) Performance by Division												
County	Reporting Quarter	Circuit Criminal	County Criminal	Juvenile Delinquency	Criminal Traffic	Circuit Civil	County Civil	Civil Traffic	Probate	Family	Juvenile Dependency	Total
Marion	Qrt 4 7/1-9/30									Staffing - Internal		1
Martin	Qrt 4 7/1-9/30											0
Monroe	Qrt 4 7/1-9/30			Staffing - Internal								1
Nassau	Qrt 4 7/1-9/30											0
Okaloosa	Qrt 4 7/1-9/30											0
Okeechobee	Qrt 4 7/1-9/30			Staffing - Internal								1
Orange	Qrt 4 7/1-9/30											0
Osceola	Qrt 4 7/1-9/30											0
Palm Beach	Qrt 4 7/1-9/30											0
Pasco	Qrt 4 7/1-9/30											0
Pinellas	Qrt 4 7/1-9/30											0
Polk	Qrt 4 7/1-9/30											0
Putnam	Qrt 4 7/1-9/30											0
Santa Rosa	Qrt 4 7/1-9/30											0
Sarasota	Qrt 4 7/1-9/30											0
Seminole	Qrt 4 7/1-9/30											0
St. Johns	Qrt 4 7/1-9/30											0
St. Lucie	Qrt 4 7/1-9/30											0
Sumter	Qrt 4 7/1-9/30											0
Suwannee	Qrt 4 7/1-9/30											0
Taylor	Qrt 4 7/1-9/30											0
Union	Qrt 4 7/1-9/30											0
Volusia	Qrt 4 7/1-9/30											0
Wakulla	Qrt 4 7/1-9/30											0
Walton	Qrt 4 7/1-9/30											0
Washington	Qrt 4 7/1-9/30											0
Statewide		0	2	2	3	2	0	0	4	3	0	16
Internal Reasons		0	1	2	2	2	0	0	2	3	0	12
External Reasons		0	1	0	1	0	0	0	2	0	0	4

Appendix E: External Descriptions for not Meeting Performance Standards by Division

CFY 2015/16 Quarter 4 Collections and Timeliness -External Reasons Provided

Count	County	Division	Action Plan to Improve / Description of External Factor	Reason Code
1	Baker	County Criminal	Our office sets up payment plans and follow up with contact and then suspend their drivers license upon failure to comply. We are open to any recommendations.	External to Clerk's Control
2	Baker	Criminal Traffic	Our office sets up payment plans and follow up with contact and then suspend their drivers license upon failure to comply. We are open to any recommendations.	External to Clerk's Control
3	Baker	Civil Traffic	At this time our office D6 the DL weekly and send all unpaid traffic citations to the collections agency on a monthly basis. We are open for any suggestions that we may not be aware of that we can do.	External to Clerk's Control
4	Bay	Circuit Criminal	Bay County is using all methods at our disposal to collect fees.	External to Clerk's Control
5	Bay	County Criminal	Bay County is using all methods at our disposal to collect fees.	External to Clerk's Control
6	Bay	Civil Traffic	Bay County is using all methods at our disposal to collect fees.	
7	Broward	Juvenile Delinquency	Explore options with other state agencies, like State Attorney's Office, to improve enforcement of court ordered assessments.	External to Clerk's Control
8	Calhoun	County Criminal	More than \$4,000 / 27% of the assessments was converted to civil judgments.	External to Clerk's Control
9	Columbia	County Criminal	We had issues receiving payments in a timely manner from one of two probation offices. It appears that these issues have been addressed.	External to Clerk's Control
10	Dade	County Criminal	Due to our current economic conditions, many defendants are indigent or transient making collection efforts more difficult.	External to Clerk's Control
11	Dade	Civil Traffic	We currently have a significant number of payment plans which extend the time required for full collection. Additionally a significant number of citations got to court which also delays collection times.	External to Clerk's Control
12	Desoto	County Criminal	Although collections efforts were maintained, ability to pay was significantly decreased. Continue collection efforts for next quarter.	
13	Dixie	County Criminal	We are doing everything possible	External to Clerk's Control
14	Dixie	Criminal Traffic	We are doing everything possible	External to Clerk's Control
15	Dixie	Civil Traffic	We are doing everything possible	External to Clerk's Control
16	Duval	Circuit Criminal	Reviewing collection agency performance and other on-line payment options.	External to Clerk's Control
17	Duval	County Criminal	Reviewing collection agency performance and other on-line payment options.	External to Clerk's Control
18	Duval	Civil Traffic	Reviewing collection agency performance and other options to pay as well as enforcing 30 days to pay.	External to Clerk's Control
19	Escambia	Circuit Criminal	The ability to collect court costs and fines is dependent upon the local economy and ability to pay. We have been working on an internal collections process in an effort to improve collections.	External to Clerk's Control
20	Escambia	Civil Traffic	The ability to collect traffic fines and court costs is impacted by the economic situation in the county. We have been working with a new internal collections program to try to improve our collections.	External to Clerk's Control
21	Gadsden	County Criminal	Due to budget cuts we had to cut a position out of this dept. We do not have the budget to fund the positions we need to maintain current level operations. We will continue to attempt to meet the standard using the recourse we have.	External to Clerk's Control
22	Gadsden	Civil Traffic	We are a small office and are currently under staffed. We will continue to attempt to meet the standard using the resources we have at our disposal.	External to Clerk's Control
23	Hamilton	Civil Traffic	Many cases not paid, sent to collections in 90 days	External to Clerk's Control
24	Hendry	Juvenile Delinquency	Most often choose community service rather than paying	External to Clerk's Control
25	Hendry	Civil Traffic	External: Non-Pays	External to Clerk's Control
26	Hernando	Civil Traffic	We are working with the new collection agency and are slowly coming up to standard.	External to Clerk's Control
27	Highlands	Circuit Criminal	Prisoners do not pay until released from DOC.	External to Clerk's Control
28	Highlands	County Criminal	Same County Judge - and no changes for the better in the economy of south central Florida.	External to Clerk's Control
29	Hillsborough	Circuit Criminal	Continued dunning notice and collection agency process	External to Clerk's Control

Appendix E: External Descriptions for not Meeting Performance Standards by Division

CFY 2015/16 Quarter 4 Collections and Timeliness -External Reasons Provided

Count	County	Division	Action Plan to Improve / Description of External Factor	Reason Code
30	Hillsborough	County Criminal	Transitioning from private probation service provider to local sheriff has greatly improved collections and we will continue to monitor performance.	External to Clerk's Control
31	Hillsborough	Civil Traffic	Continued use of internal collection methods and referral to outside collection agencies.	External to Clerk's Control
32	Lafayette	Circuit Criminal	The defendants were incarcerated.	External to Clerk's Control
33	Lake	County Criminal	Lack of sufficient staffing due to continued budget cuts reduces ability to aggressively pursue delinquent accounts.	External to Clerk's Control
34	Lee	Juvenile Delinquency	Uncollected court costs and Clerk fees have been referred to external collection agency under parent or guardian	External to Clerk's Control
35	Lee	Civil Traffic	Representative in the uncollected balance; 59% or \$332k are toll cases and of those toll cases, 74% have been referred to a collection agency with DL suspension and 22% are on an active payment plan.	External to Clerk's Control
36	Leon	County Criminal	Leon County uses all methods of collections available to them for collecting on these criminal cases. License suspension and submission to Collection Agency are two methods used. Results of Collection Agency are outside of the 5 quarter accounting and are not credited to our collection rate. Leon County will continue to monitor this.	External to Clerk's Control
37	Leon	Circuit Civil	A change to this report occurred in 6/2013 which fixed a reporting error. After fixing that error, it exposed the low collection rate among prisoner cases	External to Clerk's Control
38	Leon	Civil Traffic	Question Standard. Statistically speaking this is so close (1.04%) to the standard, that it should be counted as meeting the standard.	External to Clerk's Control
39	Levy	Civil Traffic	Economy	External to Clerk's Control
40	Liberty	Circuit Criminal	Two felony DUI cases, defendants sentenced to serve time in jail, once released we will work collections.	External to Clerk's Control
41	Liberty	Juvenile Delinquency	When a defendants term of supervision terminates they are placed on a payment plan to attempt to collect outstanding cost.	External to Clerk's Control
42	Liberty	Circuit Civil	Lien placed on inmates trust account to attempt collection of filing fee.	External to Clerk's Control
43	Madison	Circuit Criminal	More timely remittances by DOC are needed.	External to Clerk's Control
44	Madison	County Criminal	Defendants not paying need to be turned over to Collections staff.	External to Clerk's Control
45	Madison	Civil Traffic	Encourage payment in full.	External to Clerk's Control
46	Manatee	County Criminal	Area continues to be monitored and reviewed. Best Practice guidelines followed - economy may play part in issue	External to Clerk's Control
47	Nassau	Civil Traffic	Continue to suspend drivers license and send all unpaid fines to collection agency.	External to Clerk's Control
48	Okaloosa	Civil Traffic	Due to budgetary cuts beyond our local control, our ability to prioritize collections in this case type are constrained.	External to Clerk's Control
49	Okeechobee	Civil Traffic	Cases will be sent to collections	External to Clerk's Control
50	Orange	County Criminal	While we are working on projects to improve collections org-wide, our criminal area continues to show declines in rates, attributable to high underemployed society and struggles with cost increases locally.	External to Clerk's Control
51	Orange	Juvenile Delinquency	Unsure why rate dropped below 9%. We are beginning to see a trend in a decline. Dollars are immaterial for concern	External to Clerk's Control
52	Orange	Civil Traffic	Rate has gone from 85% to 80% from the prior quarters. This has to be attributable to external factors, similar to what is occurring in the other criminal case types	External to Clerk's Control
53	Osceola	Circuit Criminal	Many Circuit Criminal Cases/defendants are sentenced to prison and ordered court costs and restitution. These cases are assessed court costs however payments are not made due to the length of sentencing in DOC.	External to Clerk's Control
54	Palm Beach	Circuit Criminal	Over \$1.6 million in uncollectable drug trafficking assessments in this reporting period. Uncollectable due to defendants sentenced to long prison terms.	External to Clerk's Control

Appendix E: External Descriptions for not Meeting Performance Standards by Division

CFY 2015/16 Quarter 4 Collections and Timeliness -External Reasons Provided

Count	County	Division	Action Plan to Improve / Description of External Factor	Reason Code
55	Palm Beach	County Criminal	Defendant's provided too much time to pay without being ordered onto a Clerk payment plan. Defendants on probation are not ordered to establish payment plans. Failure to pay as a condition does not have negative impact on successful completion of probation. Since meeting with the judges, we have seen an increase in payment plans. We expect the collection rate to increase as payment plan activity increases.	External to Clerk's Control
56	Palm Beach	Juvenile Delinquency	Defendants placed on probation are not ordered to establish payment plans. Failure to pay as a condition of probation is usually converted to community service.	External to Clerk's Control
57	Pasco	Circuit Criminal	Mandatory assessments - Uncollectable drug trafficking	External to Clerk's Control
58	Polk	Circuit Criminal	The majority of this assessment is drug trafficking cases as can be seen on that tab and those typically don't get paid. When adjusting out those cases we meet the standard.	External to Clerk's Control
59	Polk	County Criminal	Lack of payments from customers.	External to Clerk's Control
60	Polk	Civil Traffic	Lack of payments from customers.	External to Clerk's Control
61	Putnam	County Criminal	The local economy is not improving. People have exhausted any savings and cannot pay. We are in the pilot phase of implementing a new collection process for criminal cases to see if we can increase collections MORE than it costs us.	
62	Putnam	Juvenile Delinquency	Poor economy and demographics; high violence rate. Judge will not press for collection due to perceived parental retaliation against juvenile.	
63	Putnam	Civil Traffic	Extremely poor economic conditions continue.	
64	Santa Rosa	Civil Traffic	Partial payment agreements can go up to 18 months which is outside the reporting time frame. Civil citation issued along with a criminal citation is held until the disposition of the civil citation.	External to Clerk's Control
65	Taylor	Juvenile Delinquency	Juveniles are not paying	External to Clerk's Control
66	Union	Circuit Civil	All unpaid cases are Department of Corrections inmate cases. Order to Pay Fees have been entered in all cases.	External to Clerk's Control
67	Union	Civil Traffic	All citations unpaid for the reporting period have been D-6'd and sent to collections.	External to Clerk's Control
68	Volusia	Circuit Criminal	Increase the number of late pay and non-pay cases we are sending to collection agencies.	External to Clerk's Control
69	Volusia	County Criminal	Increase the number of late pay and non-pay cases we are sending to collection agencies.	External to Clerk's Control
70	Volusia	Juvenile Delinquency	Increase the number of late pay and non-pay cases we are sending to collection agencies.	External to Clerk's Control
71	Wakulla	Juvenile Delinquency	We had an influx of cases, therefore the assessment amounts were much higher than other qrts. With these assessments very few paid and many did community service.	External to Clerk's Control
72	Washington	Circuit Criminal	Most are incarcerated. The incarceration collections is in place but not much to collected.	External to Clerk's Control

CFY 2015/16 Quarter 4 Timeliness 1 (Case Processing) - External Reasons Provided

Count	County	Division	Description	Reason Code
1	Citrus	Probate	Unable to staff appropriately with budget cuts	Staffing-External
2	Hendry	Circuit Criminal	Need increase in budget to hire more clerks and/or allow for overtime	Staffing-External
3	Lake	Probate	We continue to explore the reallocation of our reduced staff to assist in departments that are hurting the most.	Staffing-External
4	Okeechobee	Juvenile Delinquency	E-Portal-delay in the acceptance of cases thru the E-Portal.	Systems - External
5	Okeechobee	Circuit Civil	E-Portal- delay in the acceptance of cases thru the E-Portal	Systems - External

Appendix E: External Descriptions for not Meeting Performance Standards by Division

CFY 2015/16 Quarter 4 Collections and Timeliness - External Reasons Provided

Count	County	Division	Action Plan to Improve / Description of External Factor	Reason Code
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CFY 2015/16 Quarter 4 Timeliness 2 (Docket Entry) - External Reasons Provided

Count	County	Division	Description	Reason Code
1	Citrus	Probate	Unable to staff appropriately with budget cuts	Staffing-External
2	Hendry	County Criminal	Need increase in budget to hire more clerks and/or allow for overtime	Staffing-External
3	Hendry	Criminal Traffic	Need increase in budget to hire more clerks and/or allow for overtime	Staffing-External
4	Lake	Probate	We continue to explore the reallocation of our reduced staff to assist in departments that are hurting the most.	Staffing-External

Appendix F - Juror Payment Performance		
County	Reporting Quarter	Juror Payment All Courts
Alachua	Qrt 4 7/1/16 - 9/30/16	
Baker	Qrt 4 7/1/16 - 9/30/16	
Bay	Qrt 4 7/1/16 - 9/30/16	
Bradford	Qrt 4 7/1/16 - 9/30/16	
Brevard	Qrt 4 7/1/16 - 9/30/16	
Broward	Qrt 4 7/1/16 - 9/30/16	
Calhoun	Qrt 4 7/1/16 - 9/30/16	
Charlotte	Qrt 4 7/1/16 - 9/30/16	
Citrus	Qrt 4 7/1/16 - 9/30/16	
Clay	Qrt 4 7/1/16 - 9/30/16	
Collier	Qrt 4 7/1/16 - 9/30/16	
Columbia	Qrt 4 7/1/16 - 9/30/16	
Dade	Qrt 4 7/1/16 - 9/30/16	
Desoto	Qrt 4 7/1/16 - 9/30/16	
Dixie	Qrt 4 7/1/16 - 9/30/16	
Duval	Qrt 4 7/1/16 - 9/30/16	
Escambia	Qrt 4 7/1/16 - 9/30/16	
Flagler	Qrt 4 7/1/16 - 9/30/16	
Franklin	Qrt 4 7/1/16 - 9/30/16	
Gadsden	Qrt 4 7/1/16 - 9/30/16	
Gilchrist	Qrt 4 7/1/16 - 9/30/16	
Glades	Qrt 4 7/1/16 - 9/30/16	
Gulf	Qrt 4 7/1/16 - 9/30/16	
Hamilton	Qrt 4 7/1/16 - 9/30/16	
Hardee	Qrt 4 7/1/16 - 9/30/16	
Hendry	Qrt 4 7/1/16 - 9/30/16	
Hernando	Qrt 4 7/1/16 - 9/30/16	
Highlands	Qrt 4 7/1/16 - 9/30/16	
Hillsborough	Qrt 4 7/1/16 - 9/30/16	
Holmes	Qrt 4 7/1/16 - 9/30/16	
Indian River	Qrt 4 7/1/16 - 9/30/16	
Jackson	Qrt 4 7/1/16 - 9/30/16	
Jefferson	Qrt 4 7/1/16 - 9/30/16	
Lafayette	Qrt 4 7/1/16 - 9/30/16	
Lake	Qrt 4 7/1/16 - 9/30/16	
Lee	Qrt 4 7/1/16 - 9/30/16	
Leon	Qrt 4 7/1/16 - 9/30/16	

Appendix F - Juror Payment Performance		
County	Reporting Quarter	Juror Payment All Courts
Levy	Qrt 4 7/1/16 - 9/30/16	
Liberty	Qrt 4 7/1/16 - 9/30/16	
Madison	Qrt 4 7/1/16 - 9/30/16	
Manatee	Qrt 4 7/1/16 - 9/30/16	
Marion	Qrt 4 7/1/16 - 9/30/16	
Martin	Qrt 4 7/1/16 - 9/30/16	X - Procedural
Monroe	Qrt 4 7/1/16 - 9/30/16	X - Systems
Nassau	Qrt 4 7/1/16 - 9/30/16	X - Other
Okaloosa	Qrt 4 7/1/16 - 9/30/16	
Okeechobee	Qrt 4 7/1/16 - 9/30/16	
Orange	Qrt 4 7/1/16 - 9/30/16	
Osceola	Qrt 4 7/1/16 - 9/30/16	
Palm Beach	Qrt 4 7/1/16 - 9/30/16	
Pasco	Qrt 4 7/1/16 - 9/30/16	
Pinellas	Qrt 4 7/1/16 - 9/30/16	
Polk	Qrt 4 7/1/16 - 9/30/16	
Putnam	Qrt 4 7/1/16 - 9/30/16	
Santa Rosa	Qrt 4 7/1/16 - 9/30/16	
Sarasota	Qrt 4 7/1/16 - 9/30/16	
Seminole	Qrt 4 7/1/16 - 9/30/16	
St. Johns	Qrt 4 7/1/16 - 9/30/16	
St. Lucie	Qrt 4 7/1/16 - 9/30/16	
Sumter	Qrt 4 7/1/16 - 9/30/16	
Suwannee	Qrt 4 7/1/16 - 9/30/16	
Taylor	Qrt 4 7/1/16 - 9/30/16	
Union	Qrt 4 7/1/16 - 9/30/16	
Volusia	Qrt 4 7/1/16 - 9/30/16	
Wakulla	Qrt 4 7/1/16 - 9/30/16	
Walton	Qrt 4 7/1/16 - 9/30/16	
Washington	Qrt 4 7/1/16 - 9/30/16	
Statewide	Qrt 4 7/1/16 - 9/30/16	3



Collection Agent Annual Report

County Fiscal Year 2015 / 2016

(October 1, 2015 through September 30, 2016)

January, 2017



TABLE OF CONTENTS

SECTION 1 COLLECTION AGENTS UNDER CONTRACT ----- 1

SECTION 2 STATE-WIDE DATA SUMMARY AND ANALYSIS ----- 2

SECTION 3 COLLECTIONS AGENT DATA BY COUNTY:

ACCOUNTS SENT FOR COLLECTION ACTION ----- 3-5

COLLECTIONS RECEIVED ----- 6-8

**SECTION ONE
COLLECTION AGENTS UNDER CONTRACT**



COLLECTION AGENTS UNDER CONTRACT BY COUNTY			COLLECTION AGENTS UNDER CONTRACT BY COUNTY			COLLECTION AGENTS UNDER CONTRACT BY COUNTY		
County	Enter Contract	Agent	County	Enter Contract	Agent	County	Enter Contract	Agent
Alachua	Yes	Pioneer-Credit Recovery, Inc	Hendry	Yes	Pioneer-Credit Recovery, Inc	Pasco	Yes	Penn Credit
Baker	Yes	Pioneer Credit Recovery	Hernando	Yes	Aspen	Pinellas	Yes	Linebarger, Goggan, Blair and Sampson, LLP
Bay	yes	Penn Credit	Hernando	Yes	Linebarger	Pinellas	Yes	Penn Credit Corporation
Bradford	Yes	Pioneer Collections Agency	Hernando	No	MSB	Polk	Yes	Linebarger Goggan Blair & Sampson, LLP
Brevard	Yes	Linebarger	Highlands	Yes	Penn Credit Corp.	Polk	Yes	Penn Credit Corporation
Brevard	No	MSB Agency	Highlands	Yes	Pioneer Credit Recovery	Putnam	Yes	Pioneer Credit Recovery
Brevard	Yes	MSB Navient	Hillsborough	Yes	LINEBARGER GOGGAN BLAIR & SAMPSON LLP	Santa Rosa	Yes	Penn
Brevard	Yes	Pioneer Credit	Hillsborough	Yes	PENN CREDIT CORPORATION	Santa Rosa	Yes	Pioneer
Broward	Yes	Linebarger	Holmes	Yes	Pioneer-Credit Recovery, Inc	Sarasota	Yes	Linebarger Goggan Blair & Sampson, LLP
Broward	Yes	Penn Credit	Indian River	Yes	Linebarger	Sarasota	Yes	Penn Credit Corporation
Calhoun	Yes	Marianna Credit Bureau	Indian River	Yes	Penn	Seminole	No	NONE
Charlotte	Yes	Pioneer Credit Recovery	Indian River	Yes	SC Services	St. Johns	Yes	Linebarger Goggan Blair & Sampson LLP
Citrus	Yes	Linebarger	Jackson	Yes	Marianna Credit Bureau	St. Lucie	Yes	Linebarger Goggan Blair & Sampson, LLP Attorneys at Law
Citrus	Yes	MSB (Gila Corp)	Jefferson	Yes	Penn Credit	St. Lucie	Yes	Penn Credit Corporation
Clay	Yes	Linebarger Goggan Blair & Sampson, LLP	Lafayette	Yes	Pioneer-Credit Recovery, Inc.	Sumter	No	NONE
Clay	Yes	Pioneer-Credit Recovery, Inc	Lake	Yes	Linebarger Goggan Blair & Sampson, LLP	Suwannee	Yes	Pioneer Credit Recovery
Collier	Yes	Linebarger Goggan Blair & Sampson, LLP	Lee	Yes	Linebarger, Goggan, Blair & Sampson, LLP	TAYLOR	Yes	Pioneer Credit Recovery
Collier	Yes	Penn Credit Corportation	Leon	Yes	Linebarger	Volusia	Yes	Linebarger Goggan Blair & Sampson, LLP
Columbia	Yes	Pioneer Credit Recovery	Leon	Yes	Penn Credit	Volusia	Yes	MSB Government Services
DADE	Yes	ALLIANCE ONE RECEIVABLES MANAGEMENT, INC.	LEVY	YES	PIONEER-CREDIT RECOVERY, INC	Wakulla	Yes	PENN CREDIT
DADE	Yes	DUNCAN SOLUTIONS (LES)	Liberty	Yes	Pioneer	Wakulla	Yes	Pioneer-Credit Recovery, Inc
DADE	Yes	LINEBARGER GOGGAN BLAIR & SAMPSON, LLP	Madison	Yes	Pioneer-Credit Recovery, Inc.	Walton	Yes	Pioneer Credit Recovery
DADE	Yes	PENN CREDIT CORPORATION	Manatee	Yes	Penn Credit	Washington	Yes	Marianna Credit Bureau
Desoto	Yes	Pioneer Credit Recovery	Manatee	Yes	Pioneer Credit Recovery			
Dixie	Yes	Pioneer	Marion	Yes	Gila LLC d/b/a Municipal Services Bureau (MSB)			
Duval	Yes	Linebarger	Martin	Yes	Linebarger Goggan Blair & Sampson			
Duval	Yes	Penn Credit Corporation	Monroe	Yes	Linebarger Goggan Blair and Sampson, LLP			
Duval	Yes	Pioneer Credit Recovery	Nassau	Yes	Pioneer-Credit Recovery, Inc			
Escambia	yes	Collections Services, Inc.	Okaloosa	Yes	Penn Credit Corporation			
Flagler	Yes	Linebarger Goggan Blair & Sampson, LLP	Okaloosa	Yes	Pioneer-Credit Recovery, Inc			
Flagler	Yes	Pioneer Credit Recovery Inc	Okeechobee	Yes	Pioneer-Credit Recovery, Inc			
Franklin	Yes	Pioneer Credit Recovery	Orange	Yes	Alliance One			
Gadsden	Yes	Pioneer Credit Recovery	Orange	Yes	Linebarger			
Gilchrist	Yes	PIONEER CREDIT RECOVERY	Orange	Yes	Penn Credit			
Glades	Yes	Penn Credit	Osceola	Yes	Linebarger			
Glades	Yes	Pioneer-Credit Recovery, Inc	Osceola	Yes	PENN CREDIT			
Gulf	Yes	Pioneer-Credit Recovery, Inc.	Palm Beach	yes	Linebarger Goggan Blair & Sampson, LLP			
Hamilton	Yes	Pioneer-Credit Recovery, Inc	Palm Beach	yes	Penn Credit Corporation			
Hardee	Yes	Pioneer Credit Recovery	Pasco	Yes	Linebarger, Goggan, Blair, & Sampson, LLP			

SECTION TWO
STATE-WIDE DATA: Summary and Analysis



ACCOUNTS SENT FOR COLLECTION ACTION														
Criminal Circuit	Criminal County	Delinquency	Criminal Traffic	Unallocated Lump Sum Criminal	TOTAL CRIMINAL	Civil Circuit	Civil County	Probate	Juvenile Dependency	Family	Civil Traffic	Unallocated Lump Sum Civil	TOTAL CIVIL	TOTAL OF ACCOUNTS SENT TO AGENTS
\$114,511,179.96	\$44,994,105.45	\$199,754.09	\$42,727,590.85	\$4,821,160.08	\$207,253,790.43	\$399,657.26	\$2,188,255.89	\$33,499.75	\$66,345.00	\$554,624.14	\$97,838,270.22	\$613,473.00	\$101,694,125.26	\$308,947,915.69

COLLECTIONS RECEIVED														
Criminal Circuit	Criminal County	Delinquency	Criminal Traffic	Unallocated Lump Sum Criminal	TOTAL CRIMINAL	Civil Circuit	Civil County	Probate	Juvenile Dependency	Family	Civil Traffic	Unallocated Lump Sum Civil	TOTAL CIVIL	TOTAL OF ACCOUNTS REC'V FROM AGENTS
\$7,439,948.33	\$6,239,806.81	\$19,259.07	\$12,121,667.55	\$1,122,799.93	\$26,943,481.69	\$11,369.03	\$58,119.82	\$2,938.99	\$9,264.96	\$37,307.53	\$46,314,725.03	\$299,465.14	\$46,733,190.50	\$73,676,672.19

Multiple-Contract Density			
Counties with One Collections Agent Contract	Counties with Two Collections Agent Contracts	Counties with Three Collections Agent Contracts	Counties with Four Collections Agent Contracts
39	21	4	2

Distribution of Contracts Among Collection Agents									
Aspen	Alliance One Receivables Management	Credit Bureau of Marianna	Duncan Solutions	Linebarger, Goggan, Blair & Sampson, LLP	Navient	Municipal Services Bureau	Penn Credit Corporation	Pioneer Credit Recovery	TOTAL NUMBER OF CONTRACTS
1	2	3	1	26	1	7	23	35	99

**SECTION THREE
STATE-WIDE DATA: Summary and Analysis**



ACCOUNTS SENT FOR COLLECTION ACTION															
County	Criminal Circuit	Criminal County	Delinquency	Criminal Traffic	Unallocated Lump Sum Criminal	TOTAL CRIMINAL	Civil Circuit	Civil County	Probate	Juvenile Dependency	Family	Civil Traffic	Unallocated Lump Sum Civil	TOTAL CIVIL	TOTAL OF ACCOUNTS SENT TO AGENTS
Alachua	\$1,610,502.79	\$565,482.79	\$0.00	\$400,797.54	\$0.00	\$2,576,783.12	\$78,901.47	\$175,689.35	\$4,666.00	\$0.00	\$175,771.89	\$554,311.50	\$0.00	\$989,340.21	\$3,566,123.33
Baker	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$120,831.00	\$0.00	\$120,831.00	\$120,831.00
Bay	\$0.00	\$18,524.00	\$0.00	\$0.00	\$0.00	\$18,524.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$764,575.60	\$0.00	\$764,575.60	\$783,099.60
Bradford	\$900.39	\$174.25	\$0.00	\$273.00	\$0.00	\$1,347.64	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$200,290.00	\$0.00	\$200,290.00	\$201,637.64
Brevard	\$2,079,626.32	\$1,014,941.40	\$0.00	\$779,157.67	\$0.00	\$3,873,725.39	\$67,355.64	\$3,610.16	\$1,227.00	\$0.00	\$52,906.04	\$327,059.34	\$0.00	\$452,158.18	\$4,325,883.57
Brevard	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Brevard	\$14,117,224.04	\$9,562,561.66	\$0.00	\$8,190,870.79	\$0.00	\$31,870,656.49	\$168,832.57	\$6,936.84	\$1,938.00	\$0.00	\$69,908.90	\$3,522,614.42	\$0.00	\$3,770,230.73	\$35,640,887.22
Brevard	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Broward	\$3,118,052.30	\$180,268.50	\$0.00	\$1,184,265.02	\$0.00	\$4,482,585.82	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,012,726.30	\$0.00	\$2,012,726.30	\$6,495,312.12
Broward	\$2,755,826.55	\$176,072.35	\$0.00	\$1,156,280.66	\$0.00	\$4,088,179.56	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,018,839.00	\$0.00	\$2,018,839.00	\$6,107,018.56
Calhoun	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$29,184.75	\$0.00	\$29,184.75	\$29,184.75
Charlotte	\$554,054.40	\$475,980.16	\$0.00	\$429,916.71	\$0.00	\$1,459,951.27	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$228,835.25	\$0.00	\$228,835.25	\$1,688,786.52
Citrus	\$787,025.04	\$216,064.11	\$0.00	\$134,901.15	\$0.00	\$1,137,990.30	\$200.00	\$385.00	\$659.68	\$0.00	\$8,115.18	\$60,064.50	\$0.00	\$69,424.36	\$1,207,414.66
Citrus	\$910,737.26	\$199,365.33	\$0.00	\$144,444.58	\$0.00	\$1,254,547.17	\$0.00	\$0.00	\$745.00	\$0.00	\$6,970.00	\$55,469.50	\$0.00	\$63,184.50	\$1,317,731.67
Clay	\$336,488.00	\$467,816.00	\$0.00	\$361,956.00	\$0.00	\$1,166,260.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$922,545.00	\$0.00	\$922,545.00	\$2,088,805.00
Clay	\$282,780.48	\$104,061.81	\$0.00	\$57,215.47	\$0.00	\$444,057.76	\$0.00	\$2,163.00	\$0.00	\$400.00	\$0.00	\$124,695.25	\$0.00	\$127,258.25	\$571,316.01
Collier	\$1,888,841.86	\$318,885.40	\$0.00	\$325,274.62	\$0.00	\$2,533,001.88	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$405,303.38	\$0.00	\$405,303.38	\$2,938,305.26
Collier	\$730,051.51	\$277,819.70	\$0.00	\$298,144.19	\$0.00	\$1,306,015.40	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$389,552.59	\$0.00	\$389,552.59	\$1,695,567.99
Columbia	\$0.00	\$0.00	\$0.00	\$11,056.60	\$0.00	\$11,056.60	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$205,157.78	\$0.00	\$205,157.78	\$216,214.38
DADE	\$3,669,045.12	\$1,884,897.12	\$0.00	\$818,561.53	\$0.00	\$6,372,503.77	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$8,276,566.59	\$0.00	\$8,276,566.59	\$14,649,070.36
DADE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,629,546.80	\$0.00	\$1,629,546.80	\$1,629,546.80
DADE	\$3,748,543.97	\$1,925,738.03	\$0.00	\$818,555.69	\$0.00	\$6,492,837.69	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$9,911,249.31	\$0.00	\$9,911,249.31	\$16,404,087.00
DADE	\$0.00	\$0.00	\$0.00	\$818,556.58	\$0.00	\$818,556.58	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$9,954,592.55	\$0.00	\$9,954,592.55	\$10,773,149.13
Desoto	\$4,571.64	\$2,025.00	\$0.00	\$1,146.00	\$0.00	\$7,742.64	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$30,609.00	\$0.00	\$30,609.00	\$38,351.64
Dixie	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$56,167.00	\$56,167.00	\$56,167.00
Duval	\$756.00	\$1,624,735.87	\$0.00	\$2,546,918.77	\$0.00	\$4,172,410.64	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,474,791.20	\$0.00	\$2,474,791.20	\$6,647,201.84
Duval	\$0.00	\$1,574,512.27	\$0.00	\$2,587,933.33	\$0.00	\$4,162,445.60	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,479,206.24	\$0.00	\$2,479,206.24	\$6,641,651.84
Duval	\$7,033,005.46	\$0.00	\$0.00	\$0.00	\$0.00	\$7,033,005.46	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$7,033,005.46
Escambia	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Flagler	\$0.00	\$40,950.46	\$0.00	\$39,985.23	\$0.00	\$80,935.69	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$40,055.75	\$0.00	\$40,055.75	\$120,991.44
Flagler	\$0.00	\$112,060.84	\$0.00	\$73,028.72	\$0.00	\$185,089.56	\$0.00	\$220.50	\$0.00	\$0.00	\$0.00	\$83,200.00	\$0.00	\$83,420.50	\$268,510.06
Franklin	\$77,744.22	\$6,910.00	\$0.00	\$0.00	\$0.00	\$84,654.22	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$19,928.00	\$0.00	\$19,928.00	\$104,582.22
Gadsden	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$238,380.00	\$0.00	\$238,380.00	\$238,380.00
Gilchrist	\$0.00	\$90.00	\$0.00	\$0.00	\$0.00	\$90.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$6,978.00	\$0.00	\$6,978.00	\$7,068.00
Glades	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$51,874.20	\$0.00	\$51,874.20	\$51,874.20
Glades	\$0.00	\$23,526.67	\$0.00	\$42,983.38	\$0.00	\$66,510.05	\$0.00	\$1,668.00	\$0.00	\$0.00	\$0.00	\$15,605.50	\$0.00	\$17,273.50	\$83,783.55
Gulf	\$154,136.78	\$21,354.37	\$0.00	\$21,972.13	\$0.00	\$197,463.28	\$0.00	\$0.00	\$0.00	\$550.00	\$0.00	\$10,696.00	\$0.00	\$11,246.00	\$208,709.28
Hamilton	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$207,767.70	\$0.00	\$207,767.70	\$207,767.70
Hardee	\$295,423.28	\$54,962.00	\$0.00	\$46,223.37	\$0.00	\$396,608.65	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$76,024.00	\$0.00	\$76,024.00	\$472,632.65
Hendry	\$618,923.11	\$64,198.55	\$0.00	\$98,847.35	\$0.00	\$781,969.01	\$0.00	\$10,645.50	\$0.00	\$0.00	\$0.00	\$136,721.72	\$0.00	\$147,367.22	\$929,336.23
Hernando	\$0.00	\$0.00	\$0.00	\$310,898.14	\$0.00	\$310,898.14	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$310,898.14
Hernando	\$2,080,157.26	\$24,559.56	\$0.00	\$0.00	\$0.00	\$2,104,716.82	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$486,112.39	\$0.00	\$486,112.39	\$2,590,829.21
Hernando	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Highlands	\$2,048,646.46	\$0.00	\$0.00	\$0.00	\$0.00	\$2,048,646.46	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,048,646.46
Highlands	\$0.00	\$0.00	\$96,708.91	\$0.00	\$0.00	\$96,708.91	\$0.00	\$0.00	\$0.00	\$12,240.00	\$0.00	\$150,249.50	\$0.00	\$162,489.50	\$259,198.41

SECTION THREE
STATE-WIDE DATA: Summary and Analysis



ACCOUNTS SENT FOR COLLECTION ACTION																	
County	Criminal Circuit	Criminal County	Delinquency	Criminal Traffic	Unallocated Lump Sum Criminal	TOTAL CRIMINAL	Civil Circuit	Civil County	Probate	Juvenile Dependency	Family	Civil Traffic	Unallocated Lump Sum Civil	TOTAL CIVIL	TOTAL OF ACCOUNTS SENT TO AGENTS		
Hillsborough	\$0.00	\$0.00	\$0.00	\$875,361.56	\$0.00	\$875,361.56	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,223,136.00	\$0.00	\$1,223,136.00	\$2,098,497.56
Hillsborough	\$0.00	\$0.00	\$0.00	\$230,191.33	\$0.00	\$230,191.33	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$363,510.80	\$0.00	\$363,510.80	\$0.00	\$363,510.80	\$593,702.13
Holmes	\$38,938.12	\$47,413.55	\$0.00	\$57,827.25	\$0.00	\$144,178.92	\$739.00	\$0.00	\$0.00	\$0.00	\$0.00	\$57,827.25	\$0.00	\$58,566.25	\$0.00	\$58,566.25	\$202,745.17
Indian River	\$0.00	\$0.00	\$0.00	\$0.00	\$415,784.00	\$415,784.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$415,784.00
Indian River	\$0.00	\$0.00	\$0.00	\$0.00	\$387,267.00	\$387,267.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$387,267.00
Indian River	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Jackson	\$227,462.00	\$33,687.95	\$0.00	\$33,687.95	\$0.00	\$294,837.90	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$294,837.90
Jefferson	\$85,490.60	\$18,704.24	\$3,335.74	\$22,860.74	\$0.00	\$130,391.32	\$14,642.58	\$15,323.72	\$7,858.07	\$0.00	\$43,927.75	\$91,442.96	\$0.00	\$173,195.08	\$0.00	\$173,195.08	\$303,586.40
Lafayette	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5,672.00	\$0.00	\$5,672.00	\$0.00	\$5,672.00	\$5,672.00
Lake	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Lee	\$3,058,733.00	\$1,691,696.00	\$104,415.00	\$1,182,104.00	\$0.00	\$6,036,948.00	\$43,244.00	\$8,136.00	\$13,567.00	\$25,650.00	\$46,899.00	\$4,042,006.00	\$0.00	\$4,179,502.00	\$0.00	\$4,179,502.00	\$10,216,450.00
Leon	\$1,514,890.04	\$487,589.20	\$0.00	\$365,482.23	\$0.00	\$2,367,961.47	\$7,726.50	\$2,419.00	\$1,120.00	\$0.00	\$16,429.50	\$503,846.00	\$0.00	\$531,541.00	\$0.00	\$531,541.00	\$2,899,502.47
Leon	\$1,468,331.59	\$452,866.80	\$0.00	\$295,998.65	\$0.00	\$2,217,197.04	\$6,837.00	\$3,374.00	\$979.00	\$0.00	\$13,719.00	\$451,428.00	\$0.00	\$476,337.00	\$0.00	\$476,337.00	\$2,693,534.04
LEVY	\$14,780.53	\$45,210.06	\$2,401.44	\$20,834.88	\$0.00	\$83,226.91	\$449.50	\$4,169.50	\$740.00	\$0.00	\$11,388.94	\$49,918.00	\$0.00	\$66,665.94	\$0.00	\$66,665.94	\$149,892.85
Liberty	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$10,109.00	\$0.00	\$10,109.00	\$0.00	\$10,109.00	\$10,109.00
Madison	\$0.00	\$0.00	\$0.00	\$1,923.90	\$0.00	\$1,923.90	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$211,162.09	\$0.00	\$211,162.09	\$0.00	\$211,162.09	\$213,085.99
Manatee	\$742,567.00	\$366,283.00	\$0.00	\$295,704.00	\$0.00	\$1,404,554.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$224,513.00	\$0.00	\$224,513.00	\$0.00	\$224,513.00	\$1,629,067.00
Manatee	\$2,065,661.00	\$1,603,562.00	\$0.00	\$1,012,799.00	\$0.00	\$4,682,022.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$681,480.00	\$0.00	\$681,480.00	\$0.00	\$681,480.00	\$5,363,502.00
Marion	\$856,029.96	\$853,692.91	\$0.00	\$674,202.82	\$0.00	\$2,383,925.69	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$966,033.78	\$0.00	\$966,033.78	\$0.00	\$966,033.78	\$3,349,959.47
Martin	\$5,715,551.00	\$293,450.00	\$0.00	\$379,157.00	\$0.00	\$6,388,158.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$874,452.00	\$0.00	\$874,452.00	\$0.00	\$874,452.00	\$7,262,610.00
Monroe	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$213,204.11	\$0.00	\$213,204.11	\$0.00	\$213,204.11	\$213,204.11
Nassau	\$478,715.32	\$104,333.65	\$0.00	\$203,961.86	\$0.00	\$787,010.83	\$50.00	\$2,142.25	\$0.00	\$0.00	\$1,831.00	\$189,901.00	\$0.00	\$193,924.25	\$0.00	\$193,924.25	\$980,935.08
Okaloosa	\$2,890,005.75	\$446,612.38	\$0.00	\$425,822.53	\$0.00	\$3,762,440.66	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$534,258.17	\$0.00	\$534,258.17	\$0.00	\$534,258.17	\$4,296,698.83
Okaloosa	\$0.00	\$2,073.00	\$0.00	\$2,550.00	\$0.00	\$4,623.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$768.50	\$0.00	\$768.50	\$0.00	\$768.50	\$5,391.50
Okeechobee	\$704,506.54	\$97,487.42	\$0.00	\$93,660.75	\$0.00	\$895,654.71	\$9,040.50	\$840.00	\$0.00	\$0.00	\$50.00	\$87,130.15	\$0.00	\$97,060.65	\$0.00	\$97,060.65	\$992,715.36
Orange	\$10,791,528.00	\$554,979.00	\$-13,735.00	\$-129,285.00	\$0.00	\$11,203,487.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$8,649,829.00	\$0.00	\$8,649,829.00	\$0.00	\$8,649,829.00	\$19,853,316.00
Orange	\$3,062,555.95	\$420,292.31	\$0.00	\$555,020.26	\$0.00	\$4,037,868.52	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,825,159.77	\$0.00	\$1,825,159.77	\$0.00	\$1,825,159.77	\$5,863,028.29
Orange	\$7,843,747.00	\$3,029,526.00	\$6,628.00	\$3,526,053.00	\$0.00	\$14,405,954.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5,055,042.00	\$0.00	\$5,055,042.00	\$0.00	\$5,055,042.00	\$19,460,996.00
Osceola	\$628,117.11	\$4,436.95	\$0.00	\$240,236.42	\$0.00	\$872,790.48	\$0.00	\$272,529.11	\$0.00	\$0.00	\$0.00	\$678,080.01	\$0.00	\$950,609.12	\$0.00	\$950,609.12	\$1,823,399.60
Osceola	\$2,165,937.80	\$1,949.70	\$0.00	\$239,663.13	\$0.00	\$2,407,550.63	\$0.00	\$212,967.09	\$0.00	\$0.00	\$0.00	\$700,416.55	\$0.00	\$913,383.64	\$0.00	\$913,383.64	\$3,320,934.27
Palm Beach	\$2,940,379.50	\$1,530,579.90	\$0.00	\$1,393,035.41	\$0.00	\$5,863,994.81	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,827,124.11	\$0.00	\$1,827,124.11	\$0.00	\$1,827,124.11	\$7,691,118.92
Palm Beach	\$3,935,376.12	\$1,693,729.69	\$0.00	\$1,649,835.63	\$0.00	\$7,278,941.44	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,184,816.40	\$0.00	\$2,184,816.40	\$0.00	\$2,184,816.40	\$9,463,757.84
Pasco	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,372,453.14	\$0.00	\$1,372,453.14	\$0.00	\$1,372,453.14	\$1,372,453.14
Pasco	\$0.00	\$0.00	\$0.00	\$1,660,036.55	\$0.00	\$1,660,036.55	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,660,036.55
Pinellas	\$4,075,913.36	\$1,762,467.48	\$0.00	\$1,154,087.17	\$0.00	\$6,992,468.01	\$0.00	\$532,060.40	\$0.00	\$0.00	\$0.00	\$916,775.57	\$0.00	\$1,448,835.97	\$0.00	\$1,448,835.97	\$8,441,303.98
Pinellas	\$4,106,965.21	\$1,811,319.89	\$0.00	\$1,195,012.18	\$0.00	\$7,113,297.28	\$0.00	\$512,336.68	\$0.00	\$0.00	\$0.00	\$951,363.91	\$0.00	\$1,463,700.59	\$0.00	\$1,463,700.59	\$8,576,997.87
Polk	\$0.00	\$3,177,189.47	\$0.00	\$1,438,548.94	\$0.00	\$4,615,738.41	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,175,229.88	\$0.00	\$2,175,229.88	\$0.00	\$2,175,229.88	\$6,790,968.29
Polk	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,496,519.53	\$0.00	\$4,496,519.53	\$0.00	\$4,496,519.53	\$4,496,519.53
Putnam	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$17,609.69	\$101,972.04	\$0.00	\$119,581.73	\$0.00	\$119,581.73	\$119,581.73
Santa Rosa	\$0.00	\$0.00	\$0.00	\$0.00	\$884,516.00	\$884,516.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$246,511.00	\$246,511.00	\$0.00	\$246,511.00	\$1,131,027.00
Santa Rosa	\$0.00	\$0.00	\$0.00	\$0.00	\$1,161,241.00	\$1,161,241.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$237,385.00	\$237,385.00	\$0.00	\$237,385.00	\$1,398,626.00
Sarasota	\$0.00	\$0.00	\$0.00	\$0.00	\$1,153,206.00	\$1,153,206.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,104,065.00	\$0.00	\$1,104,065.00	\$0.00	\$1,104,065.00	\$2,257,271.00
Sarasota	\$0.00	\$0.00	\$0.00	\$0.00	\$739,579.00	\$739,579.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$726,125.00	\$0.00	\$726,125.00	\$0.00	\$726,125.00	\$1,465,704.00
Seminole	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
St. Johns	\$685,100.34	\$474,801.11	\$0.00	\$292,317.60	\$0.00	\$1,452,219.05	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$271,858.33	\$0.00	\$271,858.33	\$0.00	\$271,858.33	\$1,724,077.38

SECTION THREE
STATE-WIDE DATA: Summary and Analysis



ACCOUNTS SENT FOR COLLECTION ACTION															
County	Criminal Circuit	Criminal County	Delinquency	Criminal Traffic	Unallocated Lump Sum Criminal	TOTAL CRIMINAL	Civil Circuit	Civil County	Probate	Juvenile Dependency	Family	Civil Traffic	Unallocated Lump Sum Civil	TOTAL CIVIL	TOTAL OF ACCOUNTS SENT TO AGENTS
St. Lucie	\$2,039,006.00	\$60,340.06	\$0.00	\$316,382.00	\$0.00	\$2,415,728.06	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$239,370.00	\$0.00	\$239,370.00	\$2,655,098.06
St. Lucie	\$3,104,014.86	\$768,694.02	\$0.00	\$669,935.79	\$0.00	\$4,542,644.67	\$915.00	\$1,817.29	\$0.00	\$0.00	\$84,798.80	\$502,467.62	\$0.00	\$589,998.71	\$5,132,643.38
Sumter	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Suwannee	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$98,569.00	\$0.00	\$98,569.00	\$98,569.00
TAYLOR	\$0.00	\$0.00	\$0.00	\$28,421.50	\$0.00	\$28,421.50	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$30,477.00	\$0.00	\$30,477.00	\$58,898.50
Volusia	\$5,878.64	\$715,719.51	\$0.00	\$623,995.60	\$0.00	\$1,345,593.75	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,790,958.44	\$0.00	\$4,790,958.44	\$6,136,552.19
Volusia	\$6,359.54	\$1,351,697.65	\$0.00	\$0.00	\$0.00	\$1,358,057.19	\$723.50	\$417,042.50	\$0.00	\$27,505.00	\$4,298.45	\$0.00	\$0.00	\$449,569.45	\$1,807,626.64
Wakulla	\$355,573.84	\$153,182.35	\$0.00	\$0.00	\$0.00	\$508,756.19	NA	NA	NA	NA	NA	NA	\$0.00	\$0.00	\$508,756.19
Wakulla	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,780.00	\$0.00	\$0.00	\$0.00	\$35,522.50	\$0.00	\$37,302.50	\$37,302.50
Walton	\$0.00	\$0.00	\$0.00	\$0.00	\$79,567.08	\$79,567.08	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$73,410.00	\$73,410.00	\$152,977.08
Washington	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$100,067.00	\$0.00	\$100,067.00	\$100,067.00
Total	\$114,511,179.96	\$44,994,105.45	\$199,754.09	\$42,727,590.85	\$4,821,160.08	\$207,253,790.43	\$399,657.26	\$2,188,255.89	\$33,499.75	\$66,345.00	\$554,624.14	\$97,838,270.22	\$613,473.00	\$101,694,125.26	\$308,947,915.69

SECTION THREE
STATE-WIDE DATA: Summary and Analysis



COLLECTIONS RECEIVED															
County	Criminal Circuit	Criminal County	Delinquency	Criminal Traffic	Unallocated Lump Sum Criminal	TOTAL CRIMINAL	Civil Circuit	Civil County	Probate	Juvenile Dependency	Family	Civil Traffic	Unallocated Lump Sum Civil	TOTAL CIVIL	TOTAL OF ACCOUNTS REC'V FROM AGENTS
Alachua	\$96,786.78	\$62,552.18	\$0.00	\$117,598.78	\$0.00	\$276,937.74	\$0.00	\$12,736.20	\$0.00	\$2.50	\$60.00	\$557,900.26	\$0.00	\$570,698.96	\$847,636.70
Baker	\$0.00	\$333.51	\$0.00	\$0.00	\$0.00	\$333.51	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$79,119.93	\$0.00	\$79,119.93	\$79,453.44
Bay	\$5,893.91	\$8,626.44	\$0.00	\$10,549.15	\$225,141.57	\$250,211.07	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$315,211.56	\$0.00	\$315,211.56	\$565,422.63
Bradford	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$6,495.00	\$0.00	\$6,495.00	\$6,495.00
Brevard	\$278,062.74	\$277,953.74	\$0.00	\$363,837.84	\$0.00	\$919,854.32	\$3,521.33	\$440.00	\$400.00	\$0.00	\$4,726.60	\$278,066.89	\$0.00	\$287,154.82	\$1,207,009.14
Brevard	\$3,724.49	\$2,384.90	\$0.00	\$0.00	\$0.00	\$6,109.39	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$6,109.39
Brevard	\$176,653.63	\$154,000.34	\$0.00	\$203,999.60	\$0.00	\$534,653.57	\$1,025.00	\$0.00	\$400.00	\$0.00	\$5,529.36	\$152,675.69	\$0.00	\$159,630.05	\$694,283.62
Brevard	\$113,622.32	\$116,404.27	\$0.00	\$161,934.35	\$0.00	\$391,960.94	\$268.00	\$642.00	\$110.00	\$0.00	\$3,464.09	\$148,589.57	\$0.00	\$153,073.66	\$545,034.60
Broward	\$345,963.66	\$150,147.33	\$0.00	\$1,058,373.93	\$0.00	\$1,554,484.92	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,854,160.00	\$0.00	\$1,854,160.00	\$3,408,644.92
Broward	\$162,048.15	\$94,425.17	\$0.00	\$953,975.31	\$0.00	\$1,210,448.63	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,800,828.61	\$0.00	\$1,800,828.61	\$3,011,277.24
Calhoun	\$0.00	\$630.00	\$0.00	\$0.00	\$0.00	\$630.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$21,231.00	\$0.00	\$21,231.00	\$21,861.00
Charlotte	\$12,983.33	\$29,475.25	\$0.00	\$22,955.60	\$0.00	\$65,414.18	\$1,055.00	\$0.00	\$0.00	\$0.00	\$0.00	\$41,424.26	\$0.00	\$42,479.26	\$107,893.44
Citrus	\$129,487.11	\$63,977.84	\$0.00	\$58,508.61	\$0.00	\$251,973.56	\$229.50	\$60.00	\$0.00	\$0.00	\$893.00	\$37,837.81	\$0.00	\$39,020.31	\$290,993.87
Citrus	\$118,385.78	\$58,828.41	\$0.00	\$43,455.37	\$0.00	\$220,669.56	\$100.00	\$0.00	\$345.00	\$0.00	\$1,849.00	\$36,547.24	\$0.00	\$38,841.24	\$259,510.80
Clay	\$56,208.00	\$49,337.00	\$0.00	\$44,484.00	\$0.00	\$150,029.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$275,178.00	\$0.00	\$275,178.00	\$425,207.00
Clay	\$32,544.55	\$21,402.53	\$0.00	\$31,940.64	\$0.00	\$85,887.72	\$0.00	\$651.00	\$0.00	\$88.00	\$263.30	\$49,860.64	\$0.00	\$50,862.94	\$136,750.66
Collier	\$66,186.27	\$42,803.77	\$0.00	\$138,168.93	\$0.00	\$247,158.97	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$278,351.90	\$0.00	\$278,351.90	\$525,510.87
Collier	\$33,408.29	\$23,448.24	\$0.00	\$111,331.71	\$0.00	\$168,188.24	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$248,220.21	\$0.00	\$248,220.21	\$416,408.45
Columbia	\$0.00	\$105.18	\$0.00	\$2,028.00	\$0.00	\$2,133.18	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$161,327.68	\$0.00	\$161,327.68	\$163,460.86
DADE	\$473,865.14	\$263,777.46	\$0.00	\$328,359.28	\$0.00	\$1,066,001.88	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,320,077.16	\$0.00	\$3,320,077.16	\$4,386,079.04
DADE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,117,391.35	\$0.00	\$1,117,391.35	\$1,117,391.35
DADE	\$571,788.72	\$273,405.89	\$0.00	\$334,867.89	\$0.00	\$1,180,062.50	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,515,740.02	\$0.00	\$4,515,740.02	\$5,695,802.52
DADE	\$0.00	\$0.00	\$0.00	\$325,219.29	\$0.00	\$325,219.29	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,388,175.10	\$0.00	\$4,388,175.10	\$4,713,394.39
Desoto	\$64,532.25	\$12,110.86	\$0.00	\$15,997.14	\$0.00	\$92,640.25	\$0.00	\$0.00	\$0.00	\$0.00	\$261.00	\$37,550.43	\$0.00	\$37,811.43	\$130,451.68
Dixie	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$15,281.00	\$15,281.00	\$15,281.00
Duval	\$27,244.50	\$97,824.11	\$0.00	\$726,966.00	\$0.00	\$852,034.61	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,938,022.69	\$0.00	\$1,938,022.69	\$2,790,057.30
Duval	\$1,659.50	\$90,106.75	\$0.00	\$388,922.75	\$0.00	\$480,689.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,370,297.10	\$0.00	\$1,370,297.10	\$1,850,986.10
Duval	\$151,487.50	\$0.00	\$0.00	\$0.00	\$0.00	\$151,487.50	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$151,487.50
Escambia	\$692.51	\$6,050.91	\$0.00	\$2,732.10	\$0.00	\$9,475.52	\$0.00	\$0.00	\$235.00	\$0.00	\$0.00	\$70.50	\$0.00	\$305.50	\$9,781.02
Flagler	\$0.00	\$0.00	\$0.00	\$108.00	\$0.00	\$108.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5,788.00	\$0.00	\$5,788.00	\$5,896.00
Flagler	\$0.00	\$13,681.27	\$0.00	\$23,450.10	\$0.00	\$37,131.37	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$69,907.03	\$0.00	\$69,907.03	\$107,038.40
Franklin	\$7,087.59	\$152.48	\$0.00	\$281.25	\$0.00	\$7,521.32	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$13,422.41	\$0.00	\$13,422.41	\$20,943.73
Gadsden	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$171,580.64	\$171,580.64	\$171,580.64
Gilchrist	\$0.00	\$162.00	\$0.00	\$0.00	\$0.00	\$162.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5,311.50	\$0.00	\$5,311.50	\$5,473.50
Glades	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$19,605.50	\$0.00	\$19,605.50	\$19,605.50
Glades	\$0.00	\$8,095.58	\$0.00	\$22,758.21	\$0.00	\$30,853.79	\$0.00	\$766.05	\$0.00	\$0.00	\$0.00	\$20,865.47	\$0.00	\$21,631.52	\$52,485.31
Gulf	\$6,206.64	\$1,853.01	\$0.00	\$1,961.25	\$0.00	\$10,020.90	\$0.00	\$0.00	\$0.00	\$0.00	\$408.00	\$2,621.55	\$0.00	\$3,029.55	\$13,050.45
Hamilton	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$33,489.90	\$0.00	\$33,489.90	\$33,489.90
Hardee	\$11,441.53	\$13,686.82	\$0.00	\$20,866.71	\$0.00	\$45,995.06	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$59,893.52	\$0.00	\$59,893.52	\$105,888.58
Hendry	\$4,661.37	\$64,198.55	\$0.00	\$18,419.59	\$0.00	\$87,279.51	\$0.00	\$3,952.00	\$0.00	\$0.00	\$0.00	\$82,248.22	\$0.00	\$86,200.22	\$173,479.73
Hernando	\$0.00	\$0.00	\$0.00	\$310,898.14	\$0.00	\$310,898.14	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$310,898.14
Hernando	\$49,791.92	\$645,027.27	\$0.00	\$0.00	\$0.00	\$694,819.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$119,199.03	\$0.00	\$119,199.03	\$814,018.22
Hernando	\$0.00	\$0.00	\$0.00	\$0.00	\$10,010.79	\$10,010.79	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$10,010.79
Highlands	\$25,949.81	\$0.00	\$0.00	\$0.00	\$0.00	\$25,949.81	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$25,949.81
Highlands	\$0.00	\$0.00	\$2,615.13	\$0.00	\$0.00	\$2,615.13	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$98,741.64	\$0.00	\$98,741.64	\$101,356.77

**SECTION THREE
STATE-WIDE DATA: Summary and Analysis**



COLLECTIONS RECEIVED																
County	Criminal Circuit	Criminal County	Delinquency	Criminal Traffic	Unallocated Lump Sum Criminal	TOTAL CRIMINAL	Civil Circuit	Civil County	Probate	Juvenile Dependency	Family	Civil Traffic	Unallocated Lump Sum Civil	TOTAL CIVIL	TOTAL OF ACCOUNTS REC'V FROM AGENTS	
Hillsborough	\$46,344.12	\$89,982.98	\$0.00	\$721,550.61	\$0.00	\$857,877.71	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$518,559.78	\$0.00	\$1,376,437.49
Hillsborough	\$3,410.26	\$5,959.00	\$0.00	\$489,797.37	\$0.00	\$499,166.63	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$324,052.50	\$0.00	\$324,052.50	\$0.00	\$823,219.13
Holmes	\$2,635.00	\$2,387.40	\$0.00	\$413.00	\$0.00	\$5,435.40	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$22,683.50	\$0.00	\$22,683.50	\$0.00	\$28,118.90
Indian River	\$0.00	\$0.00	\$0.00	\$0.00	\$170,522.21	\$170,522.21	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$170,522.21
Indian River	\$0.00	\$0.00	\$0.00	\$0.00	\$141,417.37	\$141,417.37	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$141,417.37
Indian River	\$0.00	\$0.00	\$0.00	\$0.00	\$119,119.45	\$119,119.45	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$119,119.45
Jackson	\$0.00	\$1,105.50	\$0.00	\$138,203.50	\$0.00	\$139,309.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$139,309.00
Jefferson	\$4,702.00	\$1,028.70	\$0.00	\$1,257.30	\$0.00	\$6,988.00	\$2,415.75	\$843.00	\$432.00	\$0.00	\$805.25	\$22,884.00	\$0.00	\$27,380.00	\$0.00	\$34,368.00
Lafayette	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,547.00	\$0.00	\$4,547.00	\$0.00	\$4,547.00
Lake	\$384,438.81	\$186,594.04	\$0.00	\$250,562.99	\$0.00	\$821,595.84	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$395,623.23	\$0.00	\$395,623.23	\$0.00	\$1,217,219.07
Lee	\$27,403.00	\$42,108.00	\$7,681.00	\$46,997.00	\$0.00	\$124,189.00	\$25.00	\$0.00	\$473.00	\$1,817.00	\$0.00	\$246,880.00	\$0.00	\$249,195.00	\$0.00	\$373,384.00
Leon	\$161,342.36	\$105,353.11	\$0.00	\$162,666.81	\$0.00	\$429,362.28	\$1,729.62	\$560.71	\$465.29	\$0.00	\$770.50	\$534,825.00	\$0.00	\$538,351.12	\$0.00	\$967,713.40
Leon	\$83,530.34	\$46,990.98	\$0.00	\$54,257.66	\$0.00	\$184,778.98	\$685.31	\$1,481.43	\$0.00	\$0.00	\$1,631.00	\$224,312.00	\$0.00	\$228,109.74	\$0.00	\$412,888.72
LEVY	\$11,378.33	\$5,369.94	\$756.96	\$19,411.50	\$0.00	\$36,916.73	\$0.00	\$639.88	\$78.70	\$0.00	\$2,217.87	\$48,543.75	\$0.00	\$51,480.20	\$0.00	\$88,396.93
Liberty	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$9,600.00	\$0.00	\$9,600.00	\$0.00	\$9,600.00
Madison	\$0.00	\$0.00	\$0.00	\$1,029.81	\$0.00	\$1,029.81	\$0.00	\$116.00	\$0.00	\$0.00	\$0.00	\$142,882.91	\$0.00	\$142,998.91	\$0.00	\$144,028.72
Manatee	\$182,589.47	\$50,983.64	\$0.00	\$90,507.13	\$0.00	\$324,080.24	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$433,102.97	\$0.00	\$433,102.97	\$0.00	\$757,183.21
Manatee	\$18,711.65	\$6,806.60	\$0.00	\$21,193.87	\$0.00	\$46,712.12	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$166,262.27	\$0.00	\$166,262.27	\$0.00	\$212,974.39
Marion	\$355,709.16	\$153,559.27	\$0.00	\$141,182.56	\$0.00	\$650,450.99	\$0.00	\$0.00	\$0.00	\$0.00	\$114.32	\$286,007.87	\$0.00	\$286,122.19	\$0.00	\$936,573.18
Martin	\$127,965.00	\$84,295.00	\$0.00	\$60,965.00	\$0.00	\$273,225.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$373,825.00	\$0.00	\$373,825.00	\$0.00	\$647,050.00
Monroe	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$170,396.19	\$0.00	\$170,396.19	\$0.00	\$170,396.19
Nassau	\$16,794.80	\$30,939.66	\$0.00	\$54,508.86	\$0.00	\$102,243.32	\$0.00	\$0.00	\$0.00	\$0.00	\$1,831.00	\$107,005.30	\$0.00	\$108,836.30	\$0.00	\$211,079.62
Okaloosa	\$8,375.50	\$21,247.28	\$0.00	\$24,291.25	\$0.00	\$53,914.03	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$98,569.21	\$0.00	\$98,569.21	\$0.00	\$152,483.24
Okaloosa	\$7,892.57	\$38,650.81	\$0.00	\$38,119.50	\$0.00	\$84,662.88	\$0.00	\$890.50	\$0.00	\$0.00	\$0.00	\$52,151.08	\$0.00	\$53,041.58	\$0.00	\$137,704.46
Okeechobee	\$15,848.00	\$6,796.04	\$0.00	\$5,438.15	\$0.00	\$28,082.19	\$158.65	\$0.00	\$0.00	\$688.40	\$0.00	\$18,199.68	\$0.00	\$19,046.73	\$0.00	\$47,128.92
Orange	\$978,073.00	\$486,000.00	\$7,909.00	\$53,350.00	\$0.00	\$1,525,332.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,990,129.00	\$0.00	\$4,990,129.00	\$0.00	\$6,515,461.00
Orange	\$10,615.03	\$8,170.74	\$0.00	\$4,906.42	\$0.00	\$23,692.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$154,379.31	\$0.00	\$154,379.31	\$0.00	\$178,071.50
Orange	\$240,208.00	\$115,717.00	\$143.00	\$502,613.00	\$0.00	\$858,681.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,902,396.00	\$0.00	\$2,902,396.00	\$0.00	\$3,761,077.00
Osceola	\$8,045.64	\$0.00	\$0.00	\$44,904.13	\$0.00	\$52,949.77	\$0.00	\$9,909.21	\$0.00	\$0.00	\$0.00	\$486,138.48	\$0.00	\$496,047.69	\$0.00	\$548,997.46
Osceola	\$16,080.75	\$0.00	\$0.00	\$34,971.19	\$0.00	\$51,051.94	\$0.00	\$19,810.44	\$0.00	\$0.00	\$0.00	\$580,513.52	\$0.00	\$600,323.96	\$0.00	\$651,375.90
Palm Beach	\$556,562.49	\$367,438.93	\$0.00	\$565,973.79	\$0.00	\$1,489,975.21	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,526,132.48	\$0.00	\$1,526,132.48	\$0.00	\$3,016,107.69
Palm Beach	\$461,753.38	\$347,419.14	\$0.00	\$523,521.10	\$0.00	\$1,332,693.62	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,386,713.67	\$0.00	\$1,386,713.67	\$0.00	\$2,719,407.29
Pasco	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$841,420.87	\$0.00	\$841,420.87	\$0.00	\$841,420.87
Pasco	\$0.00	\$0.00	\$0.00	\$186,246.41	\$0.00	\$186,246.41	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$186,246.41
Pinellas	\$109,697.33	\$230,691.01	\$0.00	\$383,012.54	\$0.00	\$723,400.88	\$0.00	\$0.00	\$0.00	\$0.00	\$283.03	\$810,795.27	\$0.00	\$811,078.30	\$0.00	\$1,534,479.18
Pinellas	\$34,861.90	\$135,610.53	\$0.00	\$278,850.13	\$0.00	\$449,322.56	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$749,075.66	\$0.00	\$749,075.66	\$0.00	\$1,198,398.22
Polk	\$0.00	\$442,425.81	\$0.00	\$582,540.98	\$0.00	\$1,024,966.79	\$0.00	\$0.00	\$0.00	\$750.41	\$0.00	\$1,165,940.47	\$0.00	\$1,166,690.88	\$0.00	\$2,191,657.67
Polk	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$197,494.11	\$0.00	\$197,494.11	\$0.00	\$197,494.11
Putnam	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,227.93	\$179,275.25	\$0.00	\$182,503.18	\$0.00	\$182,503.18
Santa Rosa	\$0.00	\$0.00	\$0.00	\$0.00	\$1,041.00	\$1,041.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$10,881.00	\$10,881.00	\$0.00	\$11,922.00
Santa Rosa	\$0.00	\$0.00	\$0.00	\$0.00	\$63,030.00	\$63,030.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$37,969.00	\$37,969.00	\$0.00	\$100,999.00
Sarasota	\$0.00	\$0.00	\$0.00	\$0.00	\$345,642.00	\$345,642.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$758,532.00	\$0.00	\$758,532.00	\$0.00	\$1,104,174.00
Sarasota	\$0.00	\$0.00	\$0.00	\$0.00	\$21,259.00	\$21,259.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$239,536.00	\$0.00	\$239,536.00	\$0.00	\$260,795.00
Seminole	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
St. Johns	\$132,350.58	\$105,033.97	\$0.00	\$94,242.13	\$0.00	\$331,626.68	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$240,670.23	\$0.00	\$240,670.23	\$0.00	\$572,296.91

SECTION THREE
STATE-WIDE DATA: Summary and Analysis



COLLECTIONS RECEIVED															
County	Criminal Circuit	Criminal County	Delinquency	Criminal Traffic	Unallocated Lump Sum Criminal	TOTAL CRIMINAL	Civil Circuit	Civil County	Probate	Juvenile Dependency	Family	Civil Traffic	Unallocated Lump Sum Civil	TOTAL CIVIL	TOTAL OF ACCOUNTS REC'V FROM AGENTS
St. Lucie	\$94,740.00	\$76,108.00	\$0.00	\$93,449.00	\$0.00	\$264,297.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$153,567.00	\$0.00	\$153,567.00	\$417,864.00
St. Lucie	\$251,410.70	\$164,668.26	\$0.00	\$162,007.41	\$0.00	\$578,086.37	\$0.00	\$0.00	\$0.00	\$0.00	\$603.72	\$362,704.18	\$0.00	\$363,307.90	\$941,394.27
Sumter	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Suwannee	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$85,246.42	\$0.00	\$85,246.42	\$85,246.42
TAYLOR	\$0.00	\$0.00	\$0.00	\$5,146.20	\$0.00	\$5,146.20	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$18,769.08	\$0.00	\$18,769.08	\$23,915.28
Volusia	\$598.00	\$48,741.63	\$0.00	\$140,508.11	\$0.00	\$189,847.74	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$266,162.83	\$0.00	\$266,162.83	\$456,010.57
Volusia	\$23,956.63	\$161,293.00	\$153.98	\$291,703.62	\$0.00	\$477,107.23	\$155.87	\$3,638.40	\$0.00	\$5,918.65	\$8,368.56	\$400,260.29	\$0.00	\$418,341.77	\$895,449.00
Wakulla	\$33,556.54	\$20,553.44	\$0.00	\$0.00	\$0.00	\$54,109.98	NA	NA	NA	NA	NA	NA	\$0.00	\$0.00	\$54,109.98
Wakulla	\$0.00	\$2,808.34	\$0.00	\$6,418.00	\$0.00	\$9,226.34	\$0.00	\$983.00	\$0.00	\$0.00	\$0.00	\$22,911.80	\$0.00	\$23,894.80	\$33,121.14
Walton	\$0.00	\$0.00	\$0.00	\$0.00	\$25,616.54	\$25,616.54	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$63,753.50	\$63,753.50	\$89,370.04
Washington	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$33,603.50	\$0.00	\$33,603.50	\$33,603.50
Total	\$7,439,948.33	\$6,239,806.81	\$19,259.07	\$12,121,667.55	\$1,122,799.93	\$26,943,481.69	\$11,369.03	\$58,119.82	\$2,938.99	\$9,264.96	\$37,307.53	\$46,314,725.03	\$299,465.14	\$46,733,190.50	\$73,676,672.19

FLORIDA CLERKS OF COURT OPERATIONS
CORPORATION

EXECUTIVE COUNCIL MEETING

FEBRUARY 27, 2017

AGENDA ITEM #6d

REPORT ON CCOC LEGISLATIVE COMMITTEE

Agenda Item 6d

Executive Council Meeting

February 27, 2017

Date: February 27, 2017

Subject: Agenda Item 6d: Legislative Committee Update

Committee Action:

For informational purposes only.

Overview/Background:

The CCOC Legislative Committee has not met so far this term. However, a meeting is being planned for some time in March.

Actions Taken:

Chair Timmann and Jason Harrell, CCOC Budget and Communications Director, have been monitoring legislative activities closely and coordinating with FCCC on legislative requests and responses. CCOC staff continues to track bills of interest and provide fiscal impacts upon request. CCOC is also providing fiscal/revenue estimates for clerk legislative priorities for the upcoming Session. Chair Timmann will provide an overview during the Executive Council meeting and anticipates a more detailed update during a March Legislative Committee meeting.

Attachments:

N/A

Committee consideration:

N/A

Lead Staff:

Jason Harrell, CCOC Budget and Communications Director



Our Mission:

As a governmental organization created by the Legislature, we evaluate Clerks' court-related budgetary needs, and recommend the fair and equitable allocation of resources needed to sustain court operations.

FLORIDA CLERKS OF COURT OPERATIONS
CORPORATION

EXECUTIVE COUNCIL MEETING

FEBRUARY 27, 2017

UPDATE ON CCOC ORGANIZATIONAL STUDY

Sharon R. Bock, Esq. Palm Beach County EXECUTIVE COUNCIL CHAIR	Ken Burke, CPA Pinellas County VICE-CHAIR	Stacy Butterfield, CPA Polk County SECRETARY/TREASURER
John Crawford Nassau County	Harvey Ruvlin Dade County	Vacant Population Group I
Ron Ficarrotta 13th Judicial Circuit Judge SUPREME COURT APPOINTEE	Kyle Hudson Holmes County SENATE APPOINTEE	Vacant Population Group II
	Jeffrey R. Smith, CPA Indian River County	John Dew EXECUTIVE DIRECTOR
	Paula S. O'Neil, Ph.D Pasco County HOUSE APPOINTEE	Joe Boyd GENERAL COUNSEL

Agenda Item 7

Executive Council Meeting

February 27, 2017

Date: February 27, 2017
Subject: Update on the CCOC Organizational Study

Council Action:
 Information purposes.

Overview:

Study Conducted by Evergreen Solutions

At the November 14th CCOC Executive Council meeting Chair Sharon Bock provided approval from the Executive Committee of the need to have an organization study of the Corporation office. The Committee had directed the CCOC staff to seek RFPs from entities that conduct such studies. .

Result:

The CCOC established a contract with the firm Evergreen Solutions. Attached is the contract. Chair Bock will provide an update on the progress of the study.

Attachments: A: Contract with Evergreen Solutions for CCOC Organizational Study



Our Mission:

As a governmental organization created by the Legislature, we evaluate Clerks' court-related budgetary needs, and recommend the fair and equitable allocation of resources needed to sustain court operations.

PROFESSIONAL SERVICES AGREEMENT

This Agreement made this 4th day of November, 2016, between the Florida Clerks of Court Operations Corporation (hereinafter the "Corporation"), having its principal place of business at 2560-102 Barrington Circle, Tallahassee, Florida 32308 and Evergreen Solutions, LLC, having its principal place of business at 2878 Remington Green Circle, Tallahassee, Florida, 32308.

WHEREAS, the Legislature created the Florida Clerks of Court Operations Corporation in Section 28.35, F.S.; and

WHEREAS, the Corporation is charged under Section 28.35, F.S., and other relevant statutes with certain duties and responsibilities which include planning, budget review, and the development and certification of a uniform system of performance measures, and

WHEREAS, the Corporation has determined that in order to meet its statutory obligations, certain professional services will be required; and

WHEREAS, the Corporation has determined that Evergreen Solutions, LLC has the experience and expertise to meet the Corporation's needs and requirements in a timely and professional manner; and

WHEREAS, the Corporation wishes to contract with Evergreen Solutions, LLC, on a non-exclusive basis, for certain services as hereafter defined and Evergreen Solutions, LLC is willing to enter into such an agreement to provide such services to the Corporation. Therefore,

IN CONSIDERATION of the aforementioned representations, it is hereby agreed as follows:

SECTION 1: SERVICES

- 1.1 The Corporation hereby retains Evergreen Solutions, LLC to be available to furnish certain services, information and items as identified in Section 2. The Corporation reserves the right to select additional contractors for the services listed in this contract.
- 1.2 Services that may be provided by Evergreen Solutions, LLC to the Corporation pursuant to this Agreement and hereinafter defined shall include specific areas of an Organizational Study.
- 1.3 Services as delineated and hereinafter defined shall be provided as desired and to the extent determined by the Corporation.
- 1.4 Services shall be performed and delivered at the Corporation principal place of business.

Section 2: DEFINITION AND SCOPE OF SERVICES

Services provided by Evergreen Solutions, LLC shall be as defined below within the scope and tasks as established.

2.1 Work to be Performed

- a. Evaluate existing positions utilizing a Position Description Questionnaire("PDQ");

- b. Record and make recommendations that may include consolidation, elimination or addition of new positions or classifications, or any other organizational changes based upon quality public sector management principles and attention to the importance of efficient operations (note: the I.T. Director position is expected to be vacant in January and the Data Base Administrator position is currently vacant);
- c. Update or create job descriptions and titles utilizing the PDQ results and State of Florida Classification system as appropriate;
- d. Review and make recommendations with regard to Fair Labor Standards Act exemption status (including recommendations regarding raising salaries to the new minimum salary level vs. budgeting for overtime expenses) utilizing a FLSA Exemption Test Questionnaire and the updated job descriptions;
- e. Review assignment of positions to the Senior Management retirement classification and make appropriate recommendations;
- f. Conduct interviews regarding the current method of determining individual salary ranges, calculating pay rates for promotions and demotions, methods for across-the-board pay increases and progression through pay ranges, etc. and make recommendations in this regard;
- g. Conduct a market-based review and analysis of the Corporation's current compensation and classification structure to test the competitiveness of the salaries offered by the Corporation as compared to public and private employers in local markets and benchmarked to the geographic labor market with which it competes. In addition to, and separate from salaries, benefits should be analyzed to determine competitiveness. If benefits are found to be not competitive or are exceedingly competitive, recommendations should be made with regard to eliminating or adding benefits to ensure market competitiveness;
- h. Review the State of Florida's Broadband Classification and Compensation Program and make recommendations for assigning positions to like job families, pay bands and pay grades;
- i. Create a pay grade schedule and assign benchmark jobs to the schedule based on market data and non-benchmark jobs to the schedule based on internal equity;
- j. Recommend administrative and maintenance procedures and methods to maintain fairness and competitiveness of the position classification and compensation plan after implementation;
- k. Prepare implementation strategy and cost analysis, including a written plan for communicating changes to employees;
- l. Provide a timetable for study;
- m. Produce a report that clearly specifies the study's methodologies, assumptions, results and recommendations;
- n. Make formal presentations to the Corporation's Executive Committee and Executive Staff as needed.

2.2 Staffing

The work will be performed by Dr. Jeff Ling, PhD, who will direct the project, with contributions from other staff as needed.

2.3 Supervision of Work

Evergreen Solutions, LLC will decide on the methods and staff used to complete its work.

2.4 Independent Opinion



4.4 Payment in Event of Termination

In the event of termination, Evergreen Solutions, LLC shall submit to Corporation a final invoice listing the tasks completed by Evergreen Solutions, LLC staff and consultants on behalf of Corporation. All work done before termination must be provided to CCOC prior to payment of final invoice.

4.5 Cancellation

If either the Corporation or Evergreen Solutions, LLC violates its obligations under this Agreement, the other party may cancel this Agreement by sending Cancellation Notice describing the noncompliance to the other party. Upon receiving Cancellation Notice, the Corporation or Evergreen Solutions, LLC (as the case may be) shall have ten (10) business days from the date of such notice to cure any such noncompliance. If such noncompliance is not cured within the required ten (10) business day period, the other party shall have the right to cancel this Agreement as of the eleventh day after the date of the Cancellation Notice.

4.6 Cancellation Without Notice

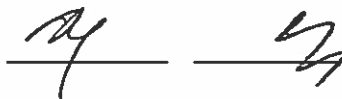
Notwithstanding other provisions herein, either party may cancel this Agreement without notice upon the earliest to occur of the following events:

- a. Fraud or Dishonesty: The Corporation or Evergreen Solutions, LLC commits an act of fraud or dishonesty pursuant to the provisions of this Agreement;
- b. Failure to Perform: The Corporation or Evergreen Solutions, LLC fails to perform pursuant to the provisions of this Agreement;
- c. Felony Conviction: The Corporation or Evergreen Solutions, LLC is convicted of a felony.

SECTION 5: RESPONSIBILITIES OF ECONOMISTS INCORPORATED

- 5.1 Evergreen Solutions, LLC fully understands and agrees that there shall be no reimbursement of funds by the Corporation for any obligation or expenditure made prior to the execution of this Agreement or any work being performed.
- 5.2 All services described in this Agreement shall be performed by Dr. Jeff Ling, PhD, who will direct the project with contributions from Evergreen Solutions, LLC staff. For the purposes of this Agreement, Dr. Jeff Ling, PhD shall be considered the Contract Manager for Evergreen Solutions, LLC.
- 5.3 All notes and work associated with this Agreement shall be open for review by the Corporation's Contract Manager during Evergreen Solutions, LLC's normal working hours.
- 5.4 Evergreen Solutions, LLC shall be responsible for all work performed under the terms of this Agreement. It is agreed that none of the services performed under this Agreement shall be subcontracted.
- 5.5 All records of Evergreen Solutions, LLC with respect to this Agreement shall be public record pursuant to Chapter 119, Florida Statutes, and shall be treated in the same manner as other public records are treated under general law.

SECTION 6: MISCELLANEOUS

Two handwritten signatures are present at the bottom of the page, each written over a horizontal line.

6.1 Confidentiality

Except as provided above, Evergreen Solutions, LLC recognizes and acknowledges that the functions the Corporation performs may provide access to Evergreen Solutions, LLC which, by Florida Statute, are confidential (hereinafter referred to as "Confidential Information") and that any unauthorized disclosure of same would cause irreparable damage. Evergreen Solutions, LLC agrees that, except as directed by the Corporation, it will not, at any time during or after the term of the Agreement, disclose whatsoever any Confidential Information to any party affiliated with Evergreen Solutions, LLC. Accordingly, the Corporation may seek and obtain injunctive relief against the breach or threatened breach of the foregoing undertakings, in addition to any other legal remedies, which may be available. Evergreen Solutions, LLC hereby recognizes that disclosure of Confidential Information would be a breach of this Agreement; however, any information made public by Florida law shall be exempt from this provision.

6.2 Relationship of Parties

Notwithstanding any other provisions contained herein, it is expressly agreed that Evergreen Solutions, LLC is an independent contractor in the performance of each and every part of this Agreement. As such, Evergreen Solutions, LLC is solely liable for all acts and omissions of itself, its offices, its employees, and agents, for all labor and expenses in the performance of services, unless otherwise specified in this Agreement. It is expressly agreed that Evergreen Solutions, LLC, its office, employees, and agents shall act in an independent capacity and not as office, employees, or agents of the Corporation in the performance of services under this Agreement.

It is further expressly agreed that this Agreement shall not be construed as a partnership or joint venture between the Corporation and Evergreen Solutions, LLC. Evergreen Solutions, LLC shall have no authority to bind the Corporation for the performance of any contract or otherwise obligate the Corporation, except as specifically set forth in this Agreement.

6.3 Assurances

The Corporation and Evergreen Solutions, LLC represent and warrant that all representations, warranties, recitals, statements and information provided under this Agreement are true, correct and accurate as of the date of this Agreement.

6.4 Conflict of Interest

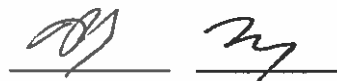
Evergreen Solutions, LLC covenants that it presently has no interest and shall not acquire any interest which would conflict in any manner or degree with the performance of the services required.

This Agreement is not intended nor shall it be construed as granting any rights, privileges, or interest in any third party without mutual written agreement of the parties hereto.

6.5 Discrimination

No person, on the grounds of race, creed, color, national origin, age, sex, or disability shall be excluded from participation in, be denied the proceeds or benefits of, or be otherwise subjected to discrimination in performance of this Agreement.

6.6 Entire Agreement



This Agreement contains the entire understanding of the parties relating to the Services and supersedes all previous verbal and written agreements relating to the Services.

6.7 Severability

If a provision of this Agreement is rendered invalid, the remaining provisions shall remain in full force and effect.

6.8 Captions

The headings and captions of this Agreement are inserted for convenience of reference and do not define, limit or describe the scope or intent of this Agreement or any particular section, paragraph, or provision.

6.9 Counterparts

This Agreement may be executed in multiple counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument.

6.10 Governing Law

This Agreement shall be governed by the laws of the State of Florida and venue shall be Leon County, Florida.

6.11 Notice

All communications shall be delivered by e-mail. "Request a Read Receipt" shall be used by each party to this Agreement in order to provide confirmation of delivery. Notice shall be deemed given on the date of receipt.

CORPORATION

Honorable Sharon Bock, Esq.
Palm Beach County Clerk & Comptroller
sbock@mypalmbeachclerk.com

COMPANY

Dr. Jeff Ling , PhD
Contract Manager
Evergreen Solutions, LLC
2878 Remington Green Circle
Tallahassee, FL 32308

6.12 Pronouns/Gender

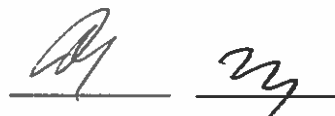
Pronouns and nouns shall refer to the masculine, feminine, singular or plural, as the context shall require.

6.13 Equitable Remedies

The parties hereby acknowledge that damages at law may be an inadequate remedy to the parties. In addition to other rights, which may be available, the parties shall have the right of specific performance, injunction or other equitable remedy in the event of a breach or threatened breach of this Agreement by the other party.

6.14 Litigation Expenses

In the event of litigation or arbitration arising out of this Agreement, each party shall pay its own costs and expenses of litigation and arbitration (excluding fees and expenses of arbitrators and administrative fees and expenses of arbitration).



6.15 Waiver

Waiver of a breach of this Agreement shall not constitute a waiver of any other breach. All remedies under this Agreement are in addition to equitable remedies and remedies provided by law and are cumulative. Failure to enforce any provision of this Agreement shall not constitute a waiver or create an estoppel from enforcing such provision.

6.16 Assignments

Any and all assignments of rights hereunder by the Corporation and Evergreen Solutions, LLC shall be void.

6.17 Public Announcements

All public announcements of the relationship of the Corporation and Evergreen Solutions, LLC under this Agreement shall be subject to the prior written approval of the Corporation.

6.18 Arbitration

Any controversy or claim arising out of or relating to this Agreement, or breach thereof, that can not be otherwise resolved, shall be settled by arbitration in accordance with the Arbitration Rules of the American Arbitration Association ("Rules of the AAA"), as amended and in effect on the date of service of the demand for arbitration. Any award by the arbitrator shall specify which party is to be deemed the prevailing party. The AAA's and arbitrator's expenses and fees, together with other arbitration expenses including reasonable attorney's fees of the prevailing party, shall be paid for by the non-prevailing party or reimbursed to the prevailing party if advanced by the prevailing party. Judgment, upon the award rendered by the arbitrators, may be vacated by a court of competent jurisdiction in Leon County, Florida. Each party shall have the right of discovery as set forth in the Florida Rules of Civil Procedure.

6.20 Fraud Policy

Pursuant to F.S. 112.311, the Corporation and the Vendor acknowledge the following Fraud Policy of the Corporation exists to guard against fraudulent, unethical, and dishonest acts and identify responsibilities for preventing, detecting, reporting, and investigating such. Sections 6.21-6.23 below outline the Fraud Policy and Procedures of the Corporation (therein "CCOC").

6.21 Background/Objective

The CCOC recognizes the importance of protecting the organization, its operations, its employees and its assets against financial risks, operational breaches and unethical activities. Therefore, it is incumbent upon CCOC's Executive Director to institute and clearly communicate the fraud prevention policy to employees, both internal and external customers, vendors and partners.

The CCOC is committed to the highest standards of moral and ethical behavior. Breaches of these standards, especially through acts involving fraudulent, unethical, and other dishonest behavior, are not only costly, but they erode the public's trust and confidence in the integrity of the agency. By issuing this formal policy statement, the CCOC hereby reaffirms its longstanding duty and responsibility to aggressively combat such behavior.

The CCOC recognizes a zero tolerance policy regarding fraud and corruption. All matters raised by any source will be taken seriously and properly investigated. This policy covers all CCOC employees and Council Members. Additionally, this policy covers consultants, vendors, contractors, outside agency, or a person doing business with

the agency or in any other relationship with the agency to the extent that the CCOC resources are involved or impacted.

An employee who, in good faith, reports wrongful activity meeting the provisions of s. 112.3187, F.S. (Whistle-blower's Act), is protected against retaliation for making such a report. The law also provides for the individual's identity to remain confidential. Regardless as to whether or not the provisions of the Whistle-blower's Act are met, it is a violation of this policy for anyone to retaliate against an employee for reporting, in good faith, allegations of wrongdoing, or participating in the investigation of such.

The CCOC's policy is to promote consistent, legal, and ethical organizational behavior by:

- assigning responsibility for reporting fraud, theft, waste or abuse;
- institute preventive measures designed to deter these activities or make them easier to detect;
- providing guidelines for reporting and investigating suspected fraudulent behavior;
- requiring each employee to attend fraud awareness training;

Failure to comply with this policy subjects an employee (including management) to disciplinary action, including immediate termination. Failure to comply by a consultant, vendor, contractor, outside agency, or a person doing business with the agency or in any other relationship with the agency could result in cancellation of the business or other relationship between the entity and the CCOC.

For purposes of this policy only the term *fraud* or *fraudulent* includes theft, waste, and abuse as defined below. The term *employee* also includes employees in management positions. The term *management* includes council members, managers, assistant managers, supervisors and any other employee who has authority to sign another employee's performance evaluation and/or timesheet.

Definitions and Examples of Fraud, Waste, Abuse and Corruption

Fraud is defined as an intentional deception designed to obtain a benefit or advantage or to cause some benefit that is due to be denied. Fraud generally involves a willful or deliberate act or omission with the intention of obtaining an unauthorized benefit, service, property, or something of value by deception, misrepresentation, or other unethical or unlawful means. Fraud can be committed through many methods, including mail, wire, telephone, and the Internet. Fraudulent, unethical, and other dishonest acts may include, but are not limited to, the following:

- Forgery or alteration of a check, bank draft, any other financial document, or computer records;
- Falsification or misrepresentation of reports to management and external agencies, including time sheets, official travel claims for reimbursement, or other expense reimbursement reports;
- Knowingly authorizing or receiving payment for time not worked;
- Misappropriation of funds, securities, supplies, or other assets;
- Impropriety in the handling or reporting of money or financial transactions;
- Engaging in unauthorized activities that result in a conflict of interest;
- Disclosing confidential or proprietary information to unauthorized individuals;
- Removal of agency property, records, or other assets from the premises without supervisory approval;
- Unauthorized use or destruction of agency property, records, or other agency assets; and
- Taking and using information or providing the information that would lead to identity theft.
- Theft of cash or fixed assets;



- Failure to account for monies collected;
- Knowingly providing false information on job applications and requests for funding;

6.22 Investigate

Upon reviewing allegations of fraudulent, unethical, or dishonest acts, if the Executive Director determines an investigation is warranted, he/she shall appoint a qualified individual or entity to investigate the reported activity after consulting with the General Counsel. In those instances where the investigation by the Executive Director-Appointee indicates potential criminal activity, the investigation shall immediately be turned over to the Florida Department of Law Enforcement and the State Attorney's Office.

During the investigation, the Constitutional rights of all persons are to be observed. The accused will be afforded the opportunity to respond to the allegations or matters being investigated. The rights of the accused will be safeguarded throughout the investigation.


Pursuant to this policy, all employees are to cooperate fully with those performing an investigation. An employee who does not fully cooperate with an authorized investigation may be disciplined, up to and including termination of employment. An employee may be required to answer any questions that are within the scope of the employee's employment, whether such questions are asked in an investigation conducted by the Executive Director Appointee or Human Resources.


The investigation shall be completed expeditiously and in accordance with established procedures. The results of the investigation conducted by the Executive Director Appointee shall be communicated, either orally or in writing, to the Executive Director.

Allegations or matters of conduct deemed outside the scope of this policy, such as supervisory or personnel-related issues, may be referred to the respective area of management or the Human Resources Section for review and appropriate action.

6.23 Actions

Employees, consultants, vendors, contractors, outside agency, or a person doing business with the agency or in any other relationship with the agency to the extent that the CCOC resources are involved or impacted is determined to have participated in fraudulent, unethical, or dishonest acts will be subject to disciplinary action in accordance with personnel policies and rules. Criminal, civil, and/or other administrative actions may also be taken against employees who are found to have participated in unlawful acts. Criminal action falls within the sole purview of local, state, or federal law enforcement, as well as prosecuting and judicial authorities. In those instances where disciplinary and/or other administrative action is warranted, the Human Resources Section, or other appropriate office, shall be consulted prior to taking such actions.





IN WITNESS WHEREOF, this Agreement has been executed by the parties hereto as of the Effective Date of October 25, 2016.

**Florida Clerks of Court
Operations Corporation**

Sharon Bock

Signature
Sharon Bock
Chair

11/22/16

Date

Quinn H. Johnson

Witness

Evergreen Solutions, LLC

Dr. Jeff Ling, PhD

Signature
Dr. Jeff Ling, PhD
Representative, Evergreen Solutions, LLC

10-15-16

Date

Prof. M. J. Bell

Witness

803 3

FLORIDA CCOC

Clerks of Court
Operations Corporation



Honorable Sharon R. Bock, Esq.
Palm Beach County
Chair

Honorable Ken Burke, CPA
Pinellas County
Vice Chair

Honorable Stacy Butterfield, CPA
Polk County
Secretary/Treasurer

Honorable Bob Inzer
Leon County

Honorable Jeff Smith
Indian River County

Honorable John Crawford
Nassau County

Honorable Harvey Ruvlin
Dade County

Honorable Tim Sanders
Madison County

Supreme Court
Honorable Ron Ficarrota
13th Judicial Circuit Judge

Senate
Honorable Kyle Hudson
Holmes County

House
Honorable Paula S. O'Neill Ph.D
Pasco County

Joe Boyd, Esq.
General Counsel

John Dew
Executive Director

2560-102 Barrington Circle
Tallahassee, Florida 32308
Phone: 850.386.2223
Fax: 850.386.2224

November 28, 2016

The Honorable Jorge Labarga
Florida Supreme Court
500 South Duval Street
Tallahassee, FL 32399

Chief Justice Labarga:

During the 2016 legislative session, several issues surrounding collections for court-related fees, fines, costs and service charges were discussed by legislators. Some concerns focused on:

- 1) Indigent defendants' inability to pay a collection company fee;¹ and,
- 2) Defendants on probation frequently being ordered to pay court-related fees, fines, costs and service charges in full at the conclusion of probation.

These concerns merit further discussion by us, as leaders of the Courts and Clerks.

As you know, Clerks are responsible for court-related collections, including setting the terms for payment plans. Section 28.246, Florida Statutes, provides in pertinent part:

The clerk of the circuit court shall accept partial payments for court-related fees, service charges, costs, and fines in accordance with the terms of an established payment plan. An individual seeking to defer payment of fees, service charges, costs, or fines imposed by operation of law or order of the court under any provision of general law shall apply to the clerk for enrollment in a payment plan. The clerk shall enter into a payment plan with an individual who the court determines is indigent for costs. A monthly payment amount, calculated based upon all fees and all anticipated costs, is presumed to correspond to the person's ability to pay if the amount does not exceed 2 percent of the person's annual net income, as defined in s.27.52(1), divided by 12.

CCOC Mission Statement: "As a governmental organization created by the Legislature, we evaluate Clerks' court-related budgetary needs, and recommend the fair and equitable allocation of resources needed to sustain court operations."

¹ Section 28.246(6), Florida Statutes, allows an amount not to exceed 40% of the balance owed.

The court may review the reasonableness of the payment plan ² (emphasis added).

While the Courts' duty extends to reviewing the reasonableness of payment plans, Clerks are finding that courts are exercising significantly more individual discretion, which is not applied uniformly across the state. For example, Courts regularly:

- 1) Give defendants 90 days to enroll in a payment plan;
- 2) Determine payment plan terms including the length of time and monthly payment amount; and,
- 3) Order defendants on probation to pay court-related fees, fines, costs and service charges in full at the conclusion of probation, which few are able to do. Failure to comply will result in a judgment, driver's license suspension, additional late fees and collection agency surcharges.

This approach creates a cycle of non-payment that has caused state legislators to question the Clerks' annual collection efforts. Performance reports provided to the Clerks of Court Operations Corporation from Clerks have consistently demonstrated an annual collection deficit of over 30% of assessed fines, fees and court costs. This deficit could be reduced by instituting uniform court collection standards that would help judges, traffic hearing offices and magistrates apply the law uniformly by requiring:

- 1) Defendants pay in full or sign up for a payment plan the day the court assesses fees, fines, costs and service charges. This will greatly reduce the likelihood of defendants being assessed ever-accruing additional interest and the collections surcharge for nonpayment;
- 2) Other than the total amount due, Clerks set all payment plan terms; and,
- 3) All eligible defendants convicted of misdemeanor offenses sign up for a payment plan the day they are ordered to participate in probation.

² In 2005, legislators, through H.B. 1935, rewrote section 28.246(4), Florida Statutes. The final staff analysis conducted by the House Judiciary Committee on April 26, 2005 provides in pertinent part that: "the monthly payment amount as part of a clerk payment plan corresponds to a person's ability to pay (as required under current law) when it does not exceed 2 percent of his or her net income" and "[r]emoves proposed language requiring the court to enter into payment plans for those unable to pay for certain state-funded services. (This should be handled through clerk payment plans.)"

We anticipate that adherence to these recommendations will allow for a fairer administration of justice, ensure compliance with Florida statutes and enhance defendants' ability to pay court fees, fines, costs and service charges for the benefit of the Courts and Clerks, other Article V partners, and the State of Florida. I would like to speak with you further about this important issue and will be calling your office to schedule a conversation at your convenience.

Best Regards,

A handwritten signature in black ink that reads "Sharon R. Bock". The signature is written in a cursive, flowing style.

Sharon R. Bock, Esq.
Clerk & Comptroller, Palm Beach County
Chair, Florida Clerks of Court Operations Corporation

FLORIDA CLERKS OF COURT OPERATIONS
CORPORATION

EXECUTIVE COUNCIL MEETING

FEBRUARY 27, 2017

UPDATE ON CLERKS' ROLE IN COLLECTION

Agenda Item 8

Executive Council Meeting

February 27, 2017

Date: February 27, 2017

Subject: Update on Communications with Court on Collections Issue

Council Action:

Information purposes.

Overview:

At the November 14th CCOC Executive Council meeting the Council approved a recommendation that Chair Bock provide a letter to the Florida Chief Justice noting the importance of working together on collection efforts.

A letter was sent to Chief Justice Labarga on November 28th from Chair Bock.

Result:

Chair Bock and Judge Ficarrotta will provide an update. (Attached is the letter.)

Attachments: A: Letter to Chief Justice Labarga from Chair Bock.



Our Mission:

As a governmental organization created by the Legislature, we evaluate Clerks' court-related budgetary needs, and recommend the fair and equitable allocation of resources needed to sustain court operations.

Agenda Item 9

Executive Council Meeting

February 27, 2017

Date: February 27, 2017

Subject: Report on CCOC Trust Fund for CFY 16/17

Council Action:

Direct Budget Committee to examine and revise "Funded" and "Depository" Clerks for current fiscal year due to revenue re-projections. Also provide them authority, on behalf of the Council, to revise the amount of dollars to be provided to the Clerks from the Trust Fund for CFY 16/17.

Overview:

Current Situation

The expected receipt of dollars from "Depository" Clerks and the expected need of dollars for "Funded" Clerks is based on the revenue each Clerk projected in June 2016 compared to their approved budget for CFY 16/17. This resulted in a projected monthly amount of \$1.5 million coming into the TF from 20 "Depository" Clerks and the monthly amount of approximately \$1.9 million being sent to 47 "Funded" Clerks from the Trust Fund. (See Attached List.)

Potential Situation

The Clerk's when sending to the CCOC their Operational Budgets in January decreased their revenue projections for CFY by approximately \$7.6 million. Likewise the State's Revenue Estimating Conference this February lowered the expected revenues for Clerks by over \$11 million.

Result:

If less revenues are collected by Clerks, as projected, then it is expected the "Depository" Clerks will have less dollars to send to the Trust Fund and the "Funded" Clerks will need additional dollars sent from the Trust Fund. The CCOC staff are currently working with the Department of Revenue to determine both the expected revenues coming in to the TF for the next quarter as well as what amounts to be sent out to Clerks. To do this we would need to work with the CCOC Budget Committee and choose a methodology and get approval to implement any changes to the current distribution amounts.

Attachments: A: Current List and Dollars Associated with Depository and Funded Clerks



Our Mission:

As a governmental organization created by the Legislature, we evaluate Clerks' court-related budgetary needs, and recommend the fair and equitable allocation of resources needed to sustain court operations.

Funded Amount for CFY 1617

	County	Annual Funded Amount	Monthly Funded Amount
1	Alachua	\$ 1,412,669.91	\$ 117,722.49
2	Baker	\$ 72,887.22	\$ 6,073.93
3	Brevard	\$ 2,499,595.09	\$ 208,299.59
4	Calhoun	\$ 247,474.93	\$ 20,622.91
5	Charlotte	\$ 13,596.16	\$ 1,133.01
6	Citrus	\$ 28,182.16	\$ 2,348.51
7	Desoto	\$ 87,036.99	\$ 7,253.08
8	Dixie	\$ 137,571.28	\$ 11,464.27
9	Duval	\$ 1,156,761.13	\$ 96,396.76
10	Escambia	\$ 703,346.80	\$ 58,612.23
11	Flagler	\$ 302,416.18	\$ 25,201.35
12	Franklin	\$ 356,574.97	\$ 29,714.58
13	Gadsden	\$ 162,751.13	\$ 13,562.59
14	Gilchrist	\$ 293,176.89	\$ 24,431.41
15	Glades	\$ 88,480.51	\$ 7,373.38
16	Gulf	\$ 239,125.16	\$ 19,927.10
17	Hamilton	\$ 49,396.94	\$ 4,116.41
18	Hardee	\$ 248,312.76	\$ 20,692.73
19	Highlands	\$ 111,375.48	\$ 9,281.29
20	Hillsborough	\$ 992,359.09	\$ 82,696.59
21	Holmes	\$ 39,618.32	\$ 3,301.53
22	Jackson	\$ 146,999.67	\$ 12,249.97
23	Jefferson	\$ 4,366.59	\$ 363.88
24	Lafayette	\$ 151,944.77	\$ 12,662.06
25	Leon	\$ 6,267.29	\$ 522.27
26	Levy	\$ 337,456.40	\$ 28,121.37
27	Liberty	\$ 170,448.11	\$ 14,204.01
28	Manatee	\$ 461,302.89	\$ 38,441.91
29	Miami-Dade	\$ 3,550,550.03	\$ 295,879.17
30	Monroe	\$ 476,329.20	\$ 39,694.10
31	Nassau	\$ 38,426.31	\$ 3,202.19
32	Okeechobee	\$ 169,137.13	\$ 14,094.76
33	Palm Beach	\$ 961,750.21	\$ 80,145.85
34	Pasco	\$ 2,371,037.56	\$ 197,586.46
35	Polk	\$ 579,354.23	\$ 48,279.52
36	Putnam	\$ 804,377.97	\$ 67,031.50
37	Sarasota	\$ 254,791.37	\$ 21,232.61
38	St. Johns	\$ 311,621.49	\$ 25,968.46
39	St. Lucie	\$ 203,721.66	\$ 16,976.81
40	Sumter	\$ 75,580.64	\$ 6,298.39
41	Suwannee	\$ 171,464.90	\$ 14,288.74
42	Taylor	\$ 72,514.57	\$ 6,042.88
43	Union	\$ 256,705.96	\$ 21,392.16
44	Volusia	\$ 1,609,271.75	\$ 134,105.98
45	Wakulla	\$ 124,338.21	\$ 10,361.52
46	Walton	\$ 59,613.54	\$ 4,967.80
47	Washington	\$ 135,022.93	\$ 11,251.91
	Total:	\$ 22,747,104.49	\$ 1,895,592.04

Document Prepared by CCOC Staff on 10/06/2016

Depository Amount for CFY 1617

County	Annual Depository Amount	Monthly Depository Amount
1 Bay	\$ 479,412.80	\$ 39,951.07
2 Bradford	\$ 333,833.32	\$ 27,819.44
3 Broward	\$ 3,065,020.86	\$ 255,418.40
4 Clay	\$ 20,778.66	\$ 1,731.55
5 Collier	\$ 244,456.23	\$ 20,371.35
6 Columbia	\$ 213,254.56	\$ 17,771.21
7 Hendry	\$ 77,999.17	\$ 6,499.93
8 Hernando	\$ 607,052.40	\$ 50,587.70
9 Indian River	\$ 184,832.23	\$ 15,402.69
10 Lake	\$ 394,985.01	\$ 32,915.42
11 Lee	\$ 2,380,682.35	\$ 198,390.20
12 Madison	\$ 412,507.12	\$ 34,375.59
13 Marion	\$ 387,339.94	\$ 32,278.33
14 Martin	\$ 492,741.01	\$ 41,061.75
15 Okaloosa	\$ 606,853.75	\$ 50,571.15
16 Orange	\$ 4,807,840.85	\$ 400,653.40
17 Osceola	\$ 1,900,431.51	\$ 158,369.29
18 Pinellas	\$ 494,393.31	\$ 41,199.44
19 Santa Rosa	\$ 370,846.57	\$ 30,903.88
20 Seminole	\$ 704,690.71	\$ 58,724.23
Total:	\$ 18,179,952.35	\$ 1,514,996.03

Document Prepared by CCOC Staff on 10/06/2016