

Agenda

Executive Committee Meeting

April 20, 2017

Date: April 20, 2017
Time: Noon to 1pm EST
Location: Conference Call: (904) 512-0115, Code 412463

- Call to Order..... Sharon Bock
- Roll Call CCOC Staff
- Approval of Agenda and Welcome Sharon Bock
- 1) Approval of Minutes from 02/13/17 Executive Committee Meeting Stacy Butterfield
- 2) Discussion of Draft CCOC Organization Study. Sharon Bock
- 3) Discussion of CCOC Plan of Operation..... Ken Burke
- 4) History/Update of all CCOC Contracts Stacy Butterfield
- 5) Discussion on CCOC Policies and Procedures..... Stacy Butterfield
- 6) Discussion and vote to approve New Case Count Business Rules..... Ken Burke
- 7) Other Business Sharon Bock

Executive Committee Members: Sharon Bock, Chair; Ken Burke, Vice-Chair; and Stacy Butterfield, Secretary/Treasurer.



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.

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	Jeffrey R. Smith, CPA Indian River County	Vacant Population Group I	Vacant Population Group II	
Ron Ficarrotta 13th Judicial Circuit Judge SUPREME COURT APPOINTEE	Kyle Hudson Holmes County SENATE APPOINTEE	Paula S. O'Neil, Ph.D Pasco County HOUSE APPOINTEE	John Dew EXECUTIVE DIRECTOR	Joe Boyd GENERAL COUNSEL	

EXECUTIVE COMMITTEE MEETING

February 13, 2017

Summary Minutes of the February 13, 2017 CCOC Executive Committee Meeting

The CCOC February 13th Executive Committee meeting was advertised in advance. The meeting was held at 2:00 PM via a telephone conference call.

CCOC Executive Director John Dew called the roll. Present were Chair Sharon Bock, Vice-Chair Ken Burke, and Secretary/Treasurer Stacy Butterfield. Mr. Dew indicated there was a quorum.

Chair Bock called the meeting to order and thanked those in attendance. Clerk Butterfield moved to approve the minutes from the October 31, 2016 Executive Committee meeting. Clerk Burke seconded the motion. The minutes were approved.

Chair Bock began a discussion of the staff proposed draft agenda for the upcoming February 27th, 2017 Executive Council meeting. Chair Bock asked if there were any additions, deletions, changes, or thoughts on the draft agenda. Several items were discussed.

1. Chair Bock wanted to list separately on the agenda that there would be an update on the CCOC Organizational study. She reported that more time was needed to complete the study. If the revised draft of the study is received before the Council meeting, it will be sent out to the Executive Committee members.
2. Workgroups have updates and need to be inserted under their respect Committee. Mr. Dew will call Committee and Workgroup chairs to make sure they will be ready for an update on their projects.
3. The status of the Peer Group Study by Economists Incorporated will be a separate item on the agenda. Will be Agenda #5.
4. Update on Clerks Role in Collections, Judge Ron Ficarrotta's name will be added with Clerk Bock's to the agenda.
5. CCOC Plan of Operations discussion will be after the Treasurer's Report on the agenda. Clerk Burke will be presenting.

Clerk Butterfield discussed the upcoming dates for the Budget Committee meeting in March. It was decided that an email would be sent to the Budget Committee members to see if March 15 in Tallahassee or the next week in Orlando would be the best timeframe for a meeting. Clerk Butterfield asked Mr. Dew to have Mr. Harrell begin a draft.

Chair Bock discussed having the CCOC staff work with Secretary/Treasurer Clerk Butterfield to provide to the Committee a list of all CCOC contracts, the process used to establish such contracts, and the history of each contract. Mr. Dew said he will provide the information as requested.



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The next item for discussion was reviewing CCOC office policies since this has not been done in a number of years. Chair Bock said she wants to bring the policy discussions back to the Executive Committee after the Winter Conference and be ready to present any revisions suggested at the Summer Conference agenda. Clerk Butterfield and Clerk Burke agreed.

Chair Bock asked Clerk Burke to review the CCOC Plan of Operations to determine if there should be updates and revisions. She specifically asked him at the next Executive Council meeting to bring this issue up and ask members if they have any suggested revisions. The CCOC Executive Committee would then meet to review suggestions and make a presentation to the full Corporation members at the Summer Conference of any suggested revisions.

Chair Bock asked the Committee if they had any opinion on if there should be a process for approving CCOC stationary headings changes since staff were seeking to update the current stationary. Clerk Burke and Clerk Butterfield stated that there was no need for formal approval. They were fine with the Executive Director working with the CCOC Chair on these issues to make such decisions as it was an administrative responsibility.

A discussion ensued concerning the upcoming legislative session and the need to assure all Clerks understood what efforts were being made to have sufficient funding. Chair Bock will ask Clerk Timmann to call a CCOC Legislative Committee meeting.

Clerk Burke made a motion to end the Executive Committee meeting. Clerk Butterfield seconded. Vote was taken and the meeting ended at 3:00 PM.

Agenda Item 2

Executive Committee Meeting

April 20, 2017

Date: April 20, 2017

Subject: Draft CCOC Organizational Study Conducted by Evergreen Solutions

Committee Action: Discussion. Direction to CCOC staff.

Overview/Background: The Committee at the September 9, 2016 meeting approved the release of a RFQ by the CCOC for a vendor to conduct an organizational study of the Corporation Office. At the October 31st Committee meeting it was approved to move forward in our negotiation to hire the consulting firm of Evergreen Solutions. It was noted by Chair Bock at the February 13, 2017 Committee meeting that the firm was still working on the study and would need more time.

Evergreen Solutions completed the study. Provided is the draft for the Committee members to review.

Findings/Conclusion: The major finding was: "Evergreen found the organization to possess a structured compensation and classification system, but one that is outdated and in need of several updates to ensure it accurately reflects the work currently performed by employees. Additionally, Evergreen identified some areas where the organization can improve its allocation of human capital to better meet the needs of its customer base. The major recommendation is: "As a result of the analysis and findings located within this report, Evergreen recommends that CCOC adopt a modified organizational chart, reclassify two current classifications, and adopt a new compensation structure that mirrors that of the State of Florida's.

Staff Input: While the report does fairly and correctly represent the current situation, and we agree with the majority of the recommendations, there are some recommendations we would like to discuss with the committee prior to any implementation.

Lead Staff: John Dew, CCOC Executive Director

Attachment: 1. Draft "Compensation, Classification, and Organizational Study" from Evergreen Solutions



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Compensation, Classification, and Organization Study

1.0 INTRODUCTION

In November of 2016, the Florida Clerks of Court Operations Corporation (CCOC or the Corporation) retained Evergreen Solutions, LLC (Evergreen) to perform compensation, classification, and organization study. This report summarizes the overall findings and recommendations from this study, and is broken down in three major sections, an introduction, the observations from the various analyses, and the resultant recommendation from Evergreen to CCOC.

A study of this nature provides the organization's executive team and key stakeholder's with invaluable information related to the opinions of employees, current market data, the state of internal and external equity, and the effectiveness of how the organization is allocating its human capital.

1.1 Major Findings

Evergreen found the organization to possess a structured compensation and classification system, but one that is outdated and in need of several updates to ensure it accurately reflects the work currently performed by employees. Additionally, Evergreen identified some areas where the organization can improve its allocation of human capital to better meet the needs of its customer base.

1.2 Major Recommendations

As a result of the analysis and findings located within this report, Evergreen recommends that CCOC adopt a modified organizational chart, reclassify two current classifications, and adopt a new compensation structure that mirrors that of the State of Florida's.

2:0 ANALYSIS

2.1 Classification Analysis

The classification analysis utilized in this study consisted of two major components, the first of which was an up to date assessment of all work performed by each incumbent within their respective classification. To capture this information, Evergreen utilized a process involving the individual completion of a Job Assessment Tool (JAT). Each employee was asked to complete an individual JAT survey, where they shared information pertaining to their work in



their own words. These JATs were analyzed and compared to the current classification descriptions, and classifications were individually scored based on employee responses to five compensable factor questions. Each of the compensable factors—Leadership, Working Conditions, Complexity, Decision Making, and Relationships—were given weighted values based on employee responses, resulting in a point factor score for each classification. Each compensable factor has 8 possible points which combine to form a total range of weighted JAT scores. The rank order of classes by JAT scores is used to develop a rank order of classes within the proposed compensation structure. Combined with market data, this information forms the foundation of the combined recommendations. Evergreen additionally reviewed each employee's JAT submission in order to verify if the current classification titles aligned with the work performed at the present.

The second component of the classification analysis consisted of analyzing the work that is currently not being performed by employees at CCOC due to time constraints and priorities of greater magnitude occupying existing work hours. Each employee was asked to provide a list of tasks that they felt he or she should be performing in order to better serve their customer base, but is unable to due to time constraints. This information was used to inform how employee's time was spent addressing the core services of the organizations, and where gaps existed in each classification assigned duties and the overall needs of the organization to meet those core service demands.

2.2 Compensation Analysis

Compensation analysis consists of two major sections, an internal assessment of the current conditions of the compensation structure, as well as a market study which consist of a salary survey of relevant peer organizations.

2.2.1 Assessment of Current Conditions

The assessment of current conditions aims to analyze the compensation structures that are currently in place at the Corporation in order to identify the strengths and weaknesses of the existing structure. The analyses found within this section are reflective of the current conditions of the Corporation's compensation plan and policies, and should be regarded as such. The insights gained from this chapter serve as a foundation for Evergreen's recommendations to the Corporation.

The Corporation currently utilizes a singular pay plan for its classifications, consisting of seven salary grades. Each grade is an open range, meaning there is a defined minimum and maximum, and no particular regimented salary points between them. This pay plan was adopted and last updated in August of 2009. The Corporation currently possesses two classifications, the Data Quality Analyst and the Deputy Executive Director, which are not formally assigned to pay grades. The current pay plan is displayed in **Exhibit A**:

**EXHIBIT A
CURRENT PAY PLAN**

Classification	Min	Mid	Max
Executive Director	\$99,000.00	\$115,650.00	\$132,300.00
Deputy Executive Director	\$74,250.40	\$96,660.30	\$119,070.20
Director Budget and Communications	\$57,371.40	\$83,189.25	\$109,007.10
Information and Technology Resource Director	\$54,900.00	\$80,100.00	\$105,300.00
Budget Manager I	\$30,170.00	\$43,997.45	\$57,824.90
Budge Manager II	\$34,480.00	\$50,282.80	\$66,085.60
Executive Assistant	\$32,490.00	\$47,115.00	\$61,740.00
Data Quality Analyst	\$44,886.00	\$50,848.00	\$56,810.00
Database Administrator	\$40,948.00	\$59,825.00	\$78,702.00

An analysis of current employee salaries placement into their pay ranges showed that all current incumbents assigned to a pay range possess a salary that appropriately falls within their range minimum and maximum. The overall distribution of salaries within their range shows that three employees at CCOC have achieved salary progression past the midpoint of their respective salary range, while all other employees fall between the minimum and midpoint of their range. This salary distribution can be explained, in part, by the relatively new workforce for the organization, as the majority of current employees were hired within the past four years.

Overall, it is important that CCOC continue to utilize a defined compensation structure such as the one it has in place; however, it is important to ensure all current classifications are added to the structure and the rates are updated to reflect any market changes for these classifications that has occurred over the past seven years.

2.2.2 Market Study

Market comparisons provide the best and most direct methods of determining the relative position of an organization in the market place. Specifically, market comparisons focus on the average of the market and range characteristics. As a result, market data can be used to evaluate overall structure, such as ranges; summarize overall market competitiveness; and capture the current highs and lows of the pay plan at a fixed point in time.

Prior to presenting the analysis, it should be noted that market comparisons are best thought of as a snapshot of current market conditions. In other words, market conditions change, and in some cases change quickly; so while market surveys are useful for making updates to a salary structure, they must be done at regular intervals if the organization wishes to stay current with the marketplace.

The salary survey consisted of all seven classifications currently in use at CCOC, and five peer organizations were identified for salary comparison. The organizations included in the salary survey were the following:

- Florida Office of Policy & Budget
- State Courts Association



- Florida Governor's Office
- Florida State Government
- Florida State Court Administrator

As discussed in the prior section, some classifications do not possess official grade assignments within CCOC currently, and as a result, a range comparison against the market place was not possible. While market data was still collected for these classifications, no percent differential is shown to indicate the current market position of the organization's salary range. The survey results are shown in **Exhibit B**:

**EXHIBIT B
PUBLIC SECTOR MARKET RESULTS**

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range
		Average	% Diff	Average	% Diff	Average	% Diff	
1	Budget Manager	\$39,139.46	-29.7%	\$55,343.13	-25.8%	\$71,546.80	-23.7%	82.8%
2	Data Quality Analyst	\$41,895.03	-	\$59,558.64	-	\$77,222.25	-	84.3%
3	Executive Assistant	\$35,284.11	-8.6%	\$49,491.90	-5.0%	\$63,699.69	-3.2%	80.5%
4	IT Director	\$64,647.13	-17.8%	\$98,041.46	-22.4%	\$131,435.79	-24.8%	103.3%
5	Budget and Communications Director	\$59,468.08	-3.7%	\$92,220.18	-10.9%	\$124,972.27	-14.6%	110.2%
6	Deputy Executive Director	\$73,357.11	-	\$113,872.37	-	\$154,387.63	-	110.5%
7	Executive Director	\$86,852.59	12.3%	\$129,199.90	-11.7%	\$171,547.22	-29.7%	97.5%
Overall Average			-9.5%		-15.2%		-19.2%	95.6%

In addition to performing a local public sector market survey, Evergreen additionally utilized a salary database from the Economic Resource Institute (ERI) in order to query local private sector salary ranges for these classifications as well. The results of the private sector salary study are shown in **Exhibit C**:

**EXHIBIT C
PRIVATE SECTOR MARKET RESULTS**

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range
		Average	% Diff	Average	% Diff	Average	% Diff	
1	Budget Manager	\$38,735.00	-28.4%	\$65,102.00	-48.0%	\$96,066.00	-66.1%	82.8%
2	Data Quality Analyst	\$47,085.00	-	\$82,821.00	-	\$119,968.00	-	84.3%
3	Executive Assistant	\$38,300.00	-17.9%	\$63,767.00	-35.3%	\$94,785.00	-53.5%	80.5%
4	IT Director	\$64,037.00	-16.6%	\$88,401.00	-10.4%	\$116,819.00	-10.9%	103.3%
5	Budget and Communications Director	\$74,517.00	-29.9%	\$102,591.00	-23.3%	\$133,985.00	-22.9%	110.2%
6	Deputy Executive Director	\$86,499.00	-	\$191,298.00	-	\$316,565.00	-	110.5%
7	Executive Director	\$118,264.00	-19.5%	\$253,115.00	118.9%	\$418,046.00	216.0%	97.5%
Overall Average			-22.5%		-47.2%		-73.9%	95.6%

3.0 FINDINGS

3.1 General Findings

In November of 2016, Evergreen staff met individually with all employees of the Corporation to interview them for their thoughts on several topics concerning employment with the organization. The goal of these interviews was to identify the thematic responses amongst employees in order to identify the major perceptual concerns the organization is facing at the present time. The comments and feedback from employees were summarized in two categories, those which were positive remarks or noted as a strength of the organization, and those which expressed concern or cited an existing weakness.

COMMENDATIONS

- Employees stated that CCOC was a positive working environment and a good place to work.
- All employees commended the organization's flexibility to meet its customer's needs as well as the flexibility for work-life balance needs that arise.
- Employees were generally very positive about their benefits package and cited it as a draw for employment with the organization.
- Employee stated they enjoyed the work they do and appreciated their coworker's efforts.

CONCERNS

- Employees expressed concerns about some job titles in the organization, as they seemed to not fit the current work performed by the position.
- Lack of pay progression was one of the major concerns brought forward by employees.
- Several employees stated that they felt the compensation was low relative to the local market for similar work.
- All employees expressed the concern the workload is currently such that they are unable to meet all of the tasks required of them.
- Additionally, a large portion of employees expressed interest in additional staff to address workload issues.
- A few employees stated there has been a turnover issue with some positions in recent years.



3.2 Classification Findings

The findings from the classification analysis can be summarized in four primary categories: the state of internal equity, the current division of duties, the appropriateness of classification assignments as well as the relevance of job titles, and the duties the organization is unable to perform currently.

3.2.1 Internal Equity

The Corporation's classifications all underwent JAT analysis to determine if the current compensation hierarchy of classifications was internally equitable. Based on this analysis, it was found that there were no hierarchy issues within the organization, and no re-ordering of grade order was needed at this time amongst the existing classifications.

3.2.2 Division of Duties

One of the primary sections of the JAT consists of employee citing the list of essential job functions that they currently perform, offering whether or not each task is considered a priority task, and assigning their estimate of the percent of their total time each function requires of them. Based on this information provided by each employee, Evergreen was able to categorize the type of work performed at the Corporation into four primary categories: Data Collection and reporting; budget policy, analysis, communications, and projection; Support Operations; and any additional services provided by CCOC employees to their customer base. Once the core services were defined, each of the major functions performed at CCOC was categorized. **Exhibit D** displays the four core services, with the major functions associated with each function listed below. CCOC utilizes a variety of contracts for internal and external services. The major contracts include clerk training, general counsel services, and budget prioritization and policy management. The internal elements of these contracts are part of "Additional Services." **Exhibit E** shows a breakdown of how each classification currently performs work under this model, indicating by percentage of full-time equivalent (FTE) where their time is dedicated towards each respective service category.



EXHIBIT D CORE SERVICES & FUNCTIONS

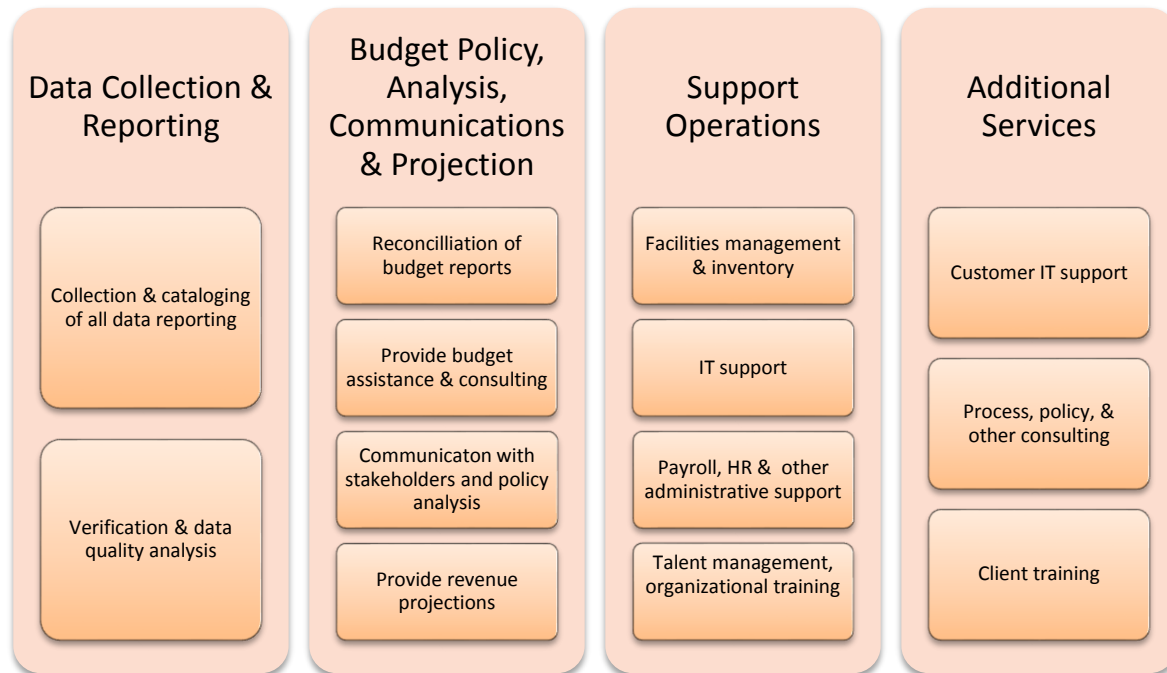
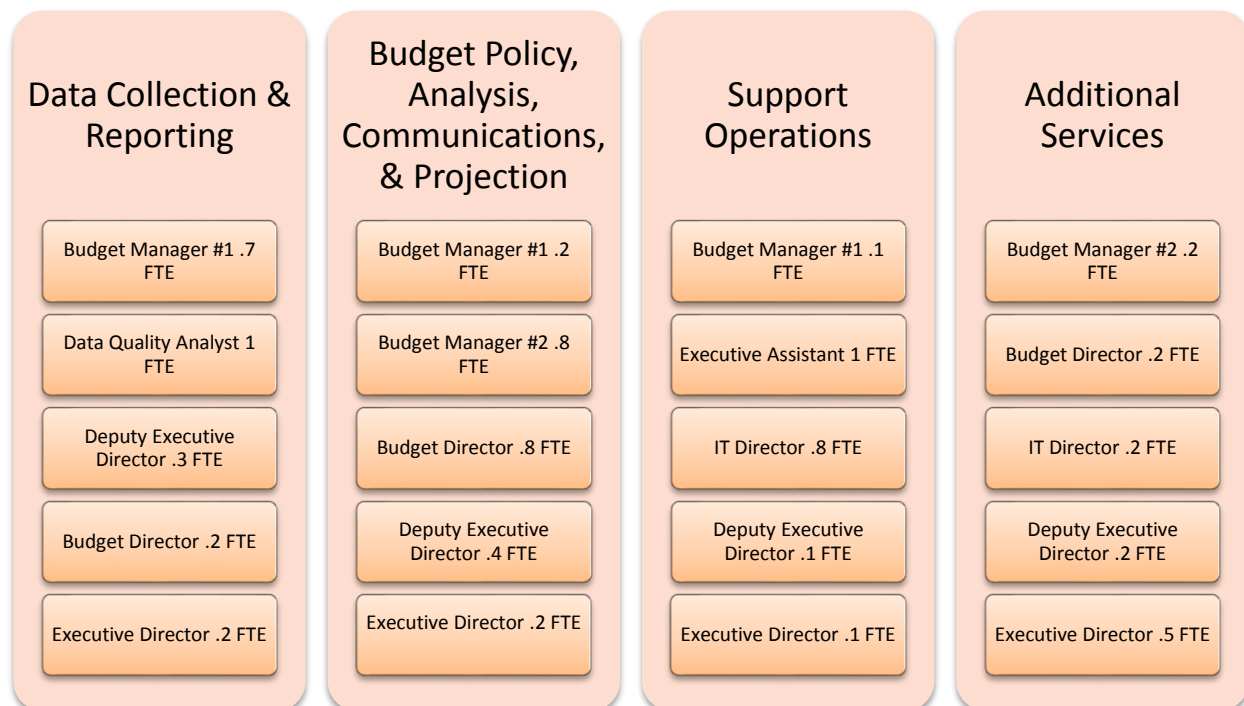


EXHIBIT E FTE BREAKDOWN BY SERVICE



Based on the results of the JAT the resulting total FTE count dedicated to each category is as follows:

- Data Collection & Reporting: 2.4 FTE
- Budget Policy, Analysis, Communications & Projection: 2.4 FTE
- Support Operations: 2.1 FTE
- Additional Services: 1.3 FTE

The approximate total of 8.2 FTEs does not include the Database Administrator vacancy. When examining the additional database-related or technical work included in the job description as well as what is waiting to be addressed in the future, the workload translates into at least another .7 FTE.

3.2.3 Job titles and reclassification

Upon reviewing both the tasks associated with each classification, and how employee's time was spent on the major service categories. Classifications in the organization were generally well assigned and titles were largely appropriate to the work required of the individuals assigned to each role; however, one classification was identified as having a title that did not best fit the work required of it, which was that of the Budget Manager.

3.2.4 Unmet tasks and functions

Each employee of the organization was asked to provide a list of tasks and functions that are within statutory requirement, but they are unable to meet due to time constraints and other limiting factors such as division of labor or staffing levels. After reviewing the documentation provided by employees, Evergreen grouped the responses in several main categories, ordered from top to bottom by the level of agreement in the opinion of the staff from highest to lowest.

- Data quality assurance
- Additional interaction with the Clerks throughout the state
- Creation and maintenance of additional databases
- Proactive research and solutions to existing and forthcoming customer challenges
- Increased interaction with the legislature

3.3 Compensation Findings

While the organization does possess a defined compensation plan, the plan has become out of date both in terms of structural relevance to the organization, as well as in terms of the actual salary ranges offered by the organization for its classifications. It is important for the organization to have a procedure in place for more frequently updating its compensation and classification structures, especially as it grows to meet the changing needs of its customer base.

The public market results reflected that while the organization is currently behind market across the board, this is primarily due to the Budget Manager classifications' market differential. It is important to note that the market comparison for this classification was done



with the understanding that the work performed in this classification did not align with its current title, and therefore salary data utilized for comparison was relevant to a classification of Budget Analyst instead.

4.0 RECOMMENDATIONS

4.1 General Recommendations

Based on the observations and findings summarized from the employee interviews, Evergreen recommends that the Corporation explore ways of further enhancing its organizational flexibility with regards to employee works hours. Several employees stated that the seasonal nature and uneven workloads that organically occur with the nature of the services they provide, and as such, Evergreen recommends the organization further embraces flexible work weeks and work schedules. This will serve two purposes, the first is ensuring staff is able to extend themselves to meet specific deadlines for projects and deliverables, and also this can serve as a recruitment and retention aid for high quality staff.

Due to the size the organization and tenure of the leadership of the organization, it is increasingly paramount that the organization begins the process of succession planning by identifying individuals and developing processes to transition the organization to new leadership when the time comes. An effective succession plan can help ensure a smooth organizational transition to new leadership and help prevent lapses in the quality of services.

A secondary concern in the study related to the possibility of moving additional positions to the State of Florida's Senior Management Service (SMS) classification. According to legislative staff, the current position of the Florida Legislature is to maintain current levels. As a result, Evergreen recommends that CCOC maintain the current positions within the SMS classification, but not increase the total number.

4.2 Classification Recommendations

While it was found that the organization is generally appropriately classified, the JAT analysis did find that the Budget Manager classification was inappropriately titled relative to the type of work currently performed by the incumbents. As a result, Evergreen recommends that the Corporation adopt a new title of Budget Analyst, as it more effectively captures the core of the work required of these positions.

Along with a necessary title change to ensure classifications align with work performed, Evergreen was informed that the current IT director would be departing shortly after the study concluded, and the position was to be adjusted for any new incumbent. Based on the type of work the organization anticipates of an incoming replacement, Evergreen recommends this position be retitled to IT Services Manager.

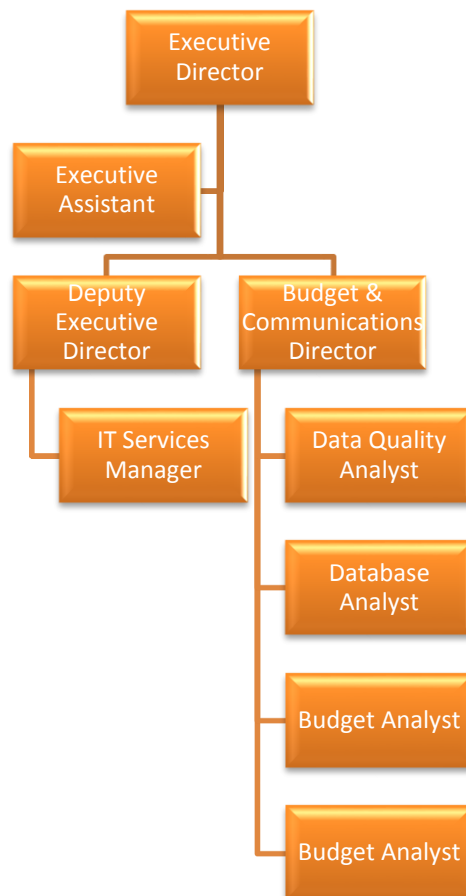
In addition to the title changes, Evergreen noted that considerable level of concern expressed by employees that the current workload and delineation of work is such that several key tasks are not addressed at the present. Based on the breakdown of tasks provided by each

employee in the JAT, **Exhibit D** was developed in order to understand how the organization is allocating its employees to providing its core services. These breakdowns of where employees spend their time, in conjunction with the key service areas employees feel are neglected, either in whole or in part, Evergreen has identified some areas where the organization can shift its personnel allocation to better address these gaps.

The Corporation currently has one unoccupied classification that it has been attempting to recruit for, that of the database administrator. Rather than proceeding to fill this position as it was utilized previously, Evergreen recommends that Corporation hire an individual into a hybrid role with the purpose of focusing on database design, database management, data quality integrity, and assurance, and also providing programming support to the Information Technology Manager. This shift in focus for this position would both enable an increase in the quality and efficiency in the reports the organization produces, it would enable both the Deputy Executive Director and Executive Director to shift focus more towards interacting with both the Clerks and the legislature.

Based on the above recommendations, the adjusted organization chart is shown in **Exhibit F**.

**EXHIBIT F
PROPOSED ORGANIZATIONAL CHART**



4.3 Compensation Recommendations

As discussed in the compensation findings section, the organization currently does not possess an up to date structure both in terms of its current classifications' assignments to it, as well as the salary ranges offered. Furthermore, if the organization were to implement the previous recommendation that addresses the future of the IT Director classification, a modification to the current compensation structure is also necessary. Lastly, it is important to note that the Corporation has expressed considerable concern with maintaining proximity and competitiveness with the State of Florida's compensation rates.

Therefore, Evergreen recommends that the Corporation adopt a modified version of the State of Florida's compensation structure, and align its classifications at similar pay levels to the state. The resulting pay plan of alignment with the State of Florida's compensation structure is shown in **Exhibit G**. The exhibit lists each classification, the pay band that classifications fall under within the State's broad band system, the State's specific pay grade under the umbrella of the broadband system, as well as a unique grade number for CCOC itself. Lastly, the proposed range minimum, midpoint, and maximum are also displayed.

EXHIBIT G PROPOSED PAY PLAN

Classification	Pay Band	Pay Grade	CCOC Grade	Minimum	Midpoint	Maximum
Executive Assistant	6	21	1	\$34,501.48	\$48,241.27	\$61,981.06
Budget Analyst	8	22	2	\$36,467.60	\$51,304.15	\$66,140.69
Data Quality Analyst	6	23	3	\$38,659.92	\$54,742.36	\$70,824.79
Database Analyst	1	24	4	\$40,948.18	\$58,298.95	\$75,649.72
IT Manager	21	530	5	\$45,173.44	\$73,349.49	\$101,525.53
Budget and Communications Director	21	540	6	\$52,917.80	\$88,327.80	\$123,737.79
Deputy Executive Director	24	940	7	\$64,558.52	\$108,452.62	\$152,346.72
Executive Director	25	950	8	\$77,470.12	\$125,790.35	\$174,110.58

By adopting this structure, the organization ensures it is offering competitive salaries its employees relative to the State Government, which represents the largest employer in the local area and possesses proximity to the organization in both location but also operational interaction. Additionally, this mirroring of the State's structure also allows the organization to have an entity to benchmark its classifications against, both in the present and in the future as it continues to grow and change to best provide services that meet its customers' needs. If the organization desired to implement this structure at the present time, the minimum estimated salary cost associated with ensuring all employee salaries fall within their proposed range is **\$9,171.**) This amount would ensure all employee salaries were brought up to at least the minimum of the proposed salary ranges.

Although ensuring that all employees make the minimum of the market appropriate range addresses earning potential, it does not place an employee's individual salary at the market rate. When considering market appropriateness at the incumbent level, most CCOC staff should be paid at the 25th percentile and leadership should be closer to the 50th percentile. The reoccurring cost for this option would be approximately **\$44,903**. The cost for vacancies

are not included in this calculation. If the Database Administrator position is included in this adjustment and the candidate possesses full competency, then the additional cost should be less than **\$6,970**.

Any organization's compensation and classification system will need periodic maintenance. The recommendations provided in this section were developed based on conditions at the time the study was conducted. Without proper upkeep of the system, the potential for recruitment and retention issues may increase as the compensation and classification system becomes dated and less competitive.

As such, Evergreen recommends that the organization additionally maintain pay plan movement with the State, to ensure that the rates offered for each classification continues to be relevant and market competitive. This process entails that CCOC leadership or their designee monitors changes in the state plan and increases. Based on these changes, CCOC leadership should adopt similar pay plan adjustments. If CCOC is permitted to adopt a more market responsive approach, then market surveys should be conducted annually and the pay plan adjusted, accordingly.

When the organization adds new classifications or finds that it needs to alter current ones to better serve its customers, a job description should be drafted for the expected work of the new or altered classification, and a comparison against the State classification system should be performed. In this comparison, a State classification should be identified by way of comparing like duties and requirements, and this classification would then serve as the benchmark the CCOC ties its salary range to. All comparisons should be performed by the individual who is assigned to the Corporation's Human Resources function, and be approved by the Executive Director.

Even with periodic movement and maintenance of the system, it is important that the organization conduct a comprehensive compensation and classification study every five years to ensure that the needs of the organization have not outgrown its compensation and classification structure.



Agenda Item 3

Executive Committee Meeting

April 20, 2017

Date: April 20, 2017
Subject: Discussion on CCOC Plan of Operation

Committee Action: Review and discuss CCOC Plan of Operation.

Overview/Background: Florida statutes requires that the CCOC adopt a Plan of Operation. It provides no further detail other than stating "The duties of the corporation shall include the following: (a) Adopting a plan of operation."

The Plan as currently written provides that the "Corporation Plan of Operation shall be adopted by the members and may be amended by a majority vote of the Corporation members at the annual meeting of the Corporation pursuant to provisions herein." The next Corporation meeting is scheduled for June 12th after the 3pm Executive Council meeting.

The Plan has been revised a number of times over the last 14 years with the most recent changes approved by the Corporation at their June 11, 2013 meeting. Chair Bock has noted it might be a good time to review the Plan to see if there should be any revisions due to changes in the law, clarifying responsibilities of the CCOC, as well as to be more efficient by adopting specific procedures.

Staff Input: There have been law changes since 2013. Additionally there have been recommendations approved by the Council for process changes that could be incorporated into the Plan as well as recognition that the Plan could provide direction in how to handle certain circumstances.

Lead Staff: John Dew, CCOC Executive Director

Attachment: 1. CCOC Plan of Operation as last approved by the EC on 6/11/13



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.

**PLAN OF OPERATION
of
FLORIDA CLERKS OF COURT OPERATIONS CORPORATION**

**ARTICLE I
GENERAL PROVISIONS**

Section 1-1: Name

The name of the Corporation shall be the Florida Clerks of Court Operations Corporation.

Section 1-2: Establishment

The Florida Clerks of Court Operations Corporation, hereinafter known as “Corporation”, is established under Section 28.35, Florida Statutes, as amended from time to time. The statutory duties assigned to the Corporation shall be performed by the Executive Council. Any future reference to the Executive Council in this document shall be referred to as the “Council”.

Section 1-3: Legal Structure

A. The Corporation is established as a public corporation organized to perform those functions specified in statute and delineated herein.

B. Membership in the Corporation shall be the Clerks of the Circuit Court who shall hold their position and authority in an ex officio capacity.

C. Corporation Plan of Operation shall be adopted by the members and may be amended by a majority vote of the Corporation members at the annual meeting of the Corporation held pursuant to provisions herein. Plan of Operation may not contradict the statutory purpose, construction, operation, or scope of duties/authority of the Corporation.

Section 1-4: Corporation Powers and Duties

The duties of the Corporation shall include:

A. The functions assigned to the Corporation, as defined in s. 28.35, and s.28.36, Florida Statutes.

B. Adopting a Plan of Operation.

C. Conducting the election of an Executive Council.

D. Recommending to the Legislature changes in the amounts of the various court-related service charges, fines, fees and costs established by law to ensure reasonable and adequate funding of the Clerks of Court in the performance of their court-related functions.

- E. Performing the functions specified in sections 28.35 and 28.36, Florida Statutes.
- F. Developing and certifying a uniform system of workload measures and clerk workload performance standards as set forth in law and defined by the membership of the Corporation.
- G. Reviewing, certifying and recommending proposed budgets using the methodology set forth in law.
- H. Submitting its proposed budget and the information described in Section 28.35(2)(f), Florida Statute, along with proposed budgets for each Clerk of Court, to the Legislative Budget Commission.
- I. Developing and conducting Clerk education programs.
- J. Submitting an audited annual financial statement to the Auditor General and such other entities as may be designated by law.
- K. Hiring staff and paying other expenses, as necessary, to perform the responsibilities and duties of the Corporation as described by law.

Section 1-5: Corporation Meetings

Meetings of the Corporation shall be governed by the following provisions:

- A. The Corporation shall hold an annual business meeting each year and such other meetings as deemed necessary by the call of the Council or upon the petition to the Council by twenty-two (22) or more members of the Corporation. At the annual business meeting the Council shall establish a schedule of all regular meetings for the coming year. In the name of efficiency and economy, the Corporation will try to coordinate its meetings with the meetings of the Florida Court Clerks & Comptrollers.
.
- B. Notice of the Corporation's annual meeting shall be given thirty (30) days prior to the meeting date. The agenda shall advise the members, in detail, the substance and nature of each agenda item and will be provided seven (7) days prior to the annual meeting. For other meetings of the Corporation, as provided in Section 1-5 A, notices shall be provided a minimum of seven (7) days prior to such meetings with agenda provisions as previously noted.
- C. All meetings of the Council and the annual meeting of the Corporation shall be open to the public pursuant to Florida law.
- D. Proceedings of Corporation meetings shall be governed by the most current edition of "Robert's Rules of Order" with detailed minutes of all proceedings taken and maintained by the

Secretary/Treasurer. Said minutes, upon approval of the Corporation, shall be placed on and maintained by the Corporation on the Corporation's website for public access.

ARTICLE II COUNCIL

Section 2-1: Duties and Responsibilities

Except as otherwise specifically provided by law, the Council shall perform on behalf of the Corporation, those duties and responsibilities assigned by statute and the plan of operation to the Corporation. Such duties and responsibilities shall be administered in accordance with the Plan of Operation approved by the Corporation and as such may be subsequently amended as provided in Section 1-3 C. The Council shall develop for its own internal use, administrative, personnel, and purchasing policies for the Corporation Office.

The Council shall have standing committees to help more efficiently carry out statutory duties. Ad hoc committees may be established as determined necessary by the Chairman. Summary minutes of all proceedings of meetings of the standing committees shall be taken and maintained by CCOC staff and placed and maintained on the Corporation website for public access. Minutes are not required to be taken at the ad hoc committee meetings.

Standing committees shall include:

Finance and Budget Committee: The primary duties of the Budget and Finance Committee shall be to: Develop budget forms and instructions for Clerks; Inform and educate Clerks on the budget process; Request Clerks to submit a budget; Develop budgetary evaluation criteria; Review Clerks proposed budgets consistent with the evaluation criteria; Recommend to the Council a proposed budget for all Clerks and; Recommend such amendments to existing or proposed budgets as may be required. The Committee shall also be responsible for presenting the budget before the Legislature, Governor or their staff as needed. The Committee shall identify Legislative problems and solutions and recommend them to the CCOC Legislative Committee.

Performance Improvement and Efficiency Committee: The Committee shall work with Corporation members to help carry out statutory duties of developing workload measures and clerk workload performance standards as well as seeking methods to develop where feasible further efficiencies in Clerks' court-related duties.

Legislative Committee: The Committee shall act on behalf of the Council as requested to provide recommendations to the Legislature as required by statute and the Plan of Operations. The Committee shall further review Legislative priorities, committee hearings, bills, and other issues as they relate to Clerks and CCOC activities.

Clerk Education Program Committee: The Committee shall work with Corporation members to help carry out statutory duties of developing and conducting clerk education programs.

Revenue Enhancement Committee: The Committee shall work with the Council to recommend to the Legislature changes in the various amounts of court-related fines, fees, service fees, and costs.

Executive Committee: The Committee shall consist of the Council Officers as established in Section 3-1. The purpose of the Committee is to act on behalf of the Council when decisions need to be made on issues requiring immediate attention or on administrative issues. The Council shall be notified of any action taken by the Executive Committee within one work day of the action. All decisions of the Executive Committee shall be provided to the Council at the Council's next meeting for confirmation.

Section 2-2: Membership

The Council shall be composed of eight Clerks elected by the Corporation members. Two Clerks shall be from each of the following four population categories and shall serve for a term of two years.

Group A: Less than 100,000 citizens

Group B: 100,000 but fewer than 500,000

Group C: 500,000 but fewer than 1 million

Group D: 1 million or more

The Executive Council shall consist of staggered two (2) year terms, commencing by 2012. The Executive Council, by resolution, shall establish the process, the terms and division within Groups to implement the staggered terms, including initially the use of some terms of one (1) year and thereafter two (2) year terms.

The Council shall also include, as ex officio members, a designee of the President of the Senate and a designee of the Speaker of the House of Representatives. The Chief Justice of the Supreme Court shall designate one additional member to represent the State courts system.

Section 2-3: Election of Council

At the annual meeting, the currently sitting Council members shall conduct the meeting then the incoming board members will be sworn, shall elect officers for a one (1) year term, and shall set the schedule for meetings of the Council and the Corporation for the coming year. If at any time during the one year an officer's position becomes vacant, the Council at their next meeting shall select a Council member to fill the vacant position.

Council members, other than designees of the President of the Senate, the Speaker of the House of Representatives and Chief Justice of the Supreme Court, assuming office at the annual meeting, shall be elected pursuant to the following:

A. Counties comprising population categories delineated herein shall be based on individual county population estimates for the year in which the election is held as published by the Bureau of Economic and Business Research, University of Florida.

B. On or before April 1 of each year, the Secretary/Treasurer shall provide written notice to all Clerks of the Court of the upcoming election. Notification of the election shall include an election schedule as well as notice to Clerks of the Court to submit to the Council Secretary/Treasurer by April 15 their intent to be a candidate for election to the Council.

C. By May 15 of each year, the Secretary/Treasurer shall prepare an election ballot which shall contain the names of all Clerks of Court divided into appropriate population categories of their respective counties, but excluding those in mid-term on the Council. The names of those Clerks of Court who have expressed their intent to be a declared a candidate for Council election shall be so indicated on the ballot. The ballot shall be distributed to all Clerks of Court in such a manner as to provide documentation of proper delivery and to ensure receipt by the Clerks of Court a minimum of fifteen (15) days prior to the ballot return deadline.

D. All ballots shall be returned to the specific address of a Certified Public Accountant (CPA) selected by the Council by the designated date for the official opening and counting of the ballots. All ballots must be received in a sealed envelope or may be faxed directly to the CPA. The CPA shall maintain custody of all ballots in a sealed condition until the designated date and time for opening and counting. The Council, with the assistance of the CPA, and in order to comply with Chapter 119, F.S., may establish electronic voting.

E. On the date and at the time and location noticed for the official opening and counting of the ballots, the designated CPA shall open and count all ballots and shall certify the official results of the election. Electronic votes shall be counted and certified, as established above. The designated CPA shall serve notice of certification to the Council and, the Corporation Members.

F. Special elections as may be necessary and called pursuant to Section 2-4 shall be conducted within the requirements and framework of the above provisions including applicable schedule timelines. Special elections may be held to fill a vacated term on the Council for the remaining term of the vacated office.

G. If a candidate is unopposed, then no ballot process/election process shall be required.

Section 2-4: Council Meetings

A. The Council shall meet in accordance with the annually published schedule of meetings. Other meetings may be called by the Chair and/or by petition of a minimum of three (3) Council members.

B. Notice of the Council meetings shall be given seven (7) days prior to the meeting date to the Council and members of the Corporation and said notice shall include the agenda which shall advise the Council and Corporation members in detail the substance and nature of each agenda item. For other meetings of the Council, as provided herein, notices shall be provided a minimum of seven (7) days of such meetings with agenda provisions as previously noted. The seven (7)

day notice can be waived by seven (7) members of the Council at the commencement of the meeting.

C. In any Council meetings all reasonable efforts shall be made to have telephone access available to all members. Council members should attend personally but may attend and vote electronically.

D. All meetings of the Council shall be open to the public governed pursuant to Florida law.

Section 2-5: Member Attendance and Participation

Attendance and participation of Council members shall be governed by the following provisions:

A. A vacancy in office is declared when a member has three consecutive unexcused absences from meetings of the Council; dies while in office; or no longer holds the office which would entitle him or her to be a member of the Council. An excusal shall be granted by the Chair.

B. Upon such a vacancy occurring, the Secretary/Treasurer or the Chair shall provide written notification to the Council.

C. Upon such notification by the Secretary/Treasurer or the Chair, the Council shall notify the Corporation members of the vacancy.

D. If such occurs, and the remaining time on the term is less than six (6) months, the vacancy will be left open until the next regular election. If the term remaining is more than six (6) months, the Council shall direct the Secretary/Treasurer or Chair to conduct a special election pursuant to Section 2-3 to fill the unexpired term.

E. The attendance by a member's designated representative at any regular and/or special meeting of the Council and/or Committee of the Council does not constitute official attendance by that member and such representative shall not be permitted to cast a vote on behalf of the represented member.

Section 2-6: Quorum

A quorum shall consist of at least five (5) members of the Council being physically present. After a quorum is established other members can participate and vote by phone. However, in an emergency situation, subject to the call of the Chair, a meeting of the Council can be held by phone and a quorum be present if at least 5 members call in.

ARTICLE III COUNCIL OFFICERS

Section 3-1: Executive Officers

The Executive Officers shall be the Chair, Vice Chair, and Secretary/Treasurer. Said officers shall be elected by majority vote of the Council at the first meeting of the Council at the beginning of each new Council year with each officer serving a one (1) year term and may serve successive terms. All officers of the Council are also officers of the Corporation.

A. Chair: The Chair shall preside at all meetings of the Corporation and the Council and shall serve as the Council's Executive Officer. If the Chair and the Vice Chair will not be present for a meeting, the Chair may designate another officer or member to preside in the Chair's absence. The Chair shall have authority to appoint regular or special committees as deemed necessary, appoint committee members, and appoint the chair and vice chairs of each committee.

B. Vice Chair: The Vice Chair shall exercise all the powers and duties of the Chair during the Chair's absence or inability to act and shall perform such other duties as may be assigned by the Council or Chair.

C. Secretary/Treasurer: The Secretary/Treasurer shall oversee the keeping of a true up-to-date record of all proceedings of the Council and the Corporation and shall be chief financial agent of the Corporation. As chief financial agent, he or she shall oversee the financial matters of the Corporation, shall be the Chair of any audit committee, and shall propose the annual budget of the Corporation.

Section 3-2: Other Officers

The ex-officio non-voting Officers of the Council shall be an Executive Director, and a General Counsel. Said officials shall be appointed by the Council based on the professional requirements of the applicable position and subject to such other provisions herein.

A. Executive Director: The Executive Director shall serve as the program coordinator for the functions of the Council. Employment and/or contracting for position shall be pursuant to Section 4-2 and the Corporation's Annual Budget, pursuant to Section 4-1 B. The Executive Director is a managerial and policy making employee who serves at the pleasure of the Council without civil service protection. A performance evaluation shall be conducted annually of the Executive Director. The Chairman shall request from each Council member an evaluation that shall be submitted directly to the CCOC General Counsel. The General Counsel shall provide a compilation of the evaluations to the Chairman and Executive Director. The Chairman shall go over the evaluations with the Director. The Chairman will provide the compilation of the evaluations to the Council members.

The Executive Director has responsibility to effect or recommend personnel, budget, expenditure, or policy decisions in his or her area of responsibility. The Executive Director, and such other senior managers qualified by law and approved by the Council, shall be included in the Senior Management Services Class of the Florida Retirement System. The Executive Director shall be responsible for the day to day operations of the Corporation as well as act as a liaison between the Corporation and the Florida Court Clerks & Comptrollers.

B. General Counsel: The General Counsel shall provide legal services in accordance with the policy directives of the Council relative to the operations and the statutory duties and responsibilities of the Corporation.

ARTICLE IV ADMINISTRATION

Section 4-1: Financial Administration

A. Fiscal Year: The Corporation's fiscal and program year shall commence beginning October 1 and end on September 30.

B. Budget and Program Administration: The Corporation, at its annual meeting shall adopt an annual operating budget and program work plan for each fiscal year as presented by the Executive Director and recommended by the Council. Each budget and work plan shall be structured as to provide a detailed delineation of projected revenues and proposed expenditures by classification and program objective. The program work plan shall clearly outline the annual objectives of the Council relative to duties and responsibilities. The work plan will provide an anticipated schedule for completion of those objectives.

Each quarter, unless otherwise requested by the Corporation and/or the Council, the Secretary/ Treasurer shall report to the Corporation and the Council as to the status of the budget and make such recommendations for required modifications.

C. Accounting and Financial Reporting: The financial reporting system for funds received by the Florida Clerk of Court Operations Corporation to execute its statutory responsibilities and the associated annual audit shall be in accordance with the following provisions:

(1) The Council shall maintain a financial reporting system that records, establishes accountability for and provides controls over all funds received in accordance with Generally Accepted Accounting Principles and applicable state law.

(2) The Council shall cause to be made each year an independent audit of the preceding year's financial statements and records associated with the financial reporting system provided herein by a Certified Public Accountant (CPA) in accordance with Generally Accepted Governmental Auditing Standards issued by the Comptroller's Office of the United States of America.

The Council shall timely submit the resulting annual audit report, management letter and Council response to the Auditor General, the Corporation members and such other entities that may be designated by law.

D. Administration of Procurement and Contracting: The Council shall develop and adopt policies and guidelines for procurement and contracting in accordance with law.

Section 4-2: Personnel Administration

Each year, as an element of the Corporation's annual budget and work plan, the Council shall submit to the Corporation for consideration, a staffing plan for the next fiscal year. Said plan shall delineate for each position the position title; position classification; and compensation.

Section 4-3: Program/Policy Coordination

For efficiency and economic benefit to the public, the Chair of the Corporation and its Executive Director shall meet with the President of the Florida Association of Court Clerks, Inc., and its Executive Director regularly to coordinate efforts related to economic budget and legislative issues.

ARTICLE V OPERATIONS

Pursuant to the functions of the Corporation as provided by statute and performed by the Council, and pursuant to the Plan of Operation, the following specific provisions shall govern the Council in the administration of such functions.

Section 5-1: Plan of Operation

The Council shall submit to the Corporation each year during its annual business meeting such changes and modifications as deemed necessary.

Section 5-2: Legislative Recommendations

The Council shall develop such legislative changes it deems appropriate for recommendation to the Florida Legislature. Such recommendations shall be coordinated with the Legislative Committee of the Florida Association of Court Clerks, Inc., for the purpose of obtaining input regarding Legislative initiatives. The proposed changes shall be agendaed for consideration at the next scheduled regular meeting of the Council prior to November 30 of each year.

Section 5-3: Research and Analytical Services

The Corporation may contract to provide ongoing research and analytical evaluation relative to the budgetary requirements, performance measures, and applicable performance standards on the Clerks of the Court, including review and monitoring of expenditures, fines, fees, service charges, and court costs as provided by law. Said contract may provide for the development and implementation of an on-line electronic statewide reporting system utilizing the Comprehensive Case Information System (CCIS).

Section 5-4: Clerk of Court Education Programs

The Corporation, pursuant to Clerk of Court education function assigned to the Corporation may contract for developing and conducting said education programs. Programs administered pursuant to such contract(s) may be based on the following requirement classifications and within the general provisions as herein provided.

A. Certification Training – The contract may provide for the development, implementation, and administration of a program of training and education as required by s. 145.051, F.S., and delineated in Administrative Order of the Florida Supreme Court, dated November 18, 1996.

B. Budgetary Training – The contract may provide for the development, implementation, and administration of training requirements deemed necessary by the Council for the effective on-going implementation and administration of the Clerk of Court budgetary and reporting process.

Agenda Item 4

Executive Committee Meeting

April 20, 2017

Date: April 20, 2017
Subject: CCOC Contracts

Committee Action: Review and discuss CCOC Contracts.

Overview/Background: The CCOC over the years has used contracts to hire certain services as opposed to hiring staff. As an example, while one of the duties of the CCOC as outlined is s. 28.35(2)(g), F.S. is 'developing and conducting clerk education programs', the majority of that responsibility is contracted out.

The CCOC goes through a formal process prior to entering into any contact with a vendor. This process can include the RFP, ITN, RFQ, process. No contracts are approved without a vote of the CCOC Executive Committee or Council. All meetings of the Committee and Council are advertised to assure transparency and accountability.

The Executive Council approved allowing the CCOC to provide one year extensions to the contracts for up to two additional years if the vendor is meeting the obligations of the contract fully and agrees to no increase in the contract amount during the extension.

This year we currently have 8 contracts. (Attached is a spreadsheet showing the list of vendors, the services provided, the starting year, the contract amount/cap, billing type, years contracted with the vendor, and amount paid for the first three months of calendar year 2017.)

Staff Input: The use of contracts, as well as task assignments within the contracts, allow CCOC staff to better utilize services when and if needed. Historically we have stayed under budget for a number of these type of contracts such as for IT support and assistance with budgeting process. Other contracts are for deliverables which are usually fully funded. We suggest the continued use of contractual services unless at some point the cost of contractual services is significantly more expensive than staffing the functions.

Lead Staff: John Dew, CCOC Executive Director

Attachment: 1. List of 2017 CCOC Contracts and details.



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Florida Clerks of Court Operations - Contracts 2017

2017 Ongoing yearly contracts	Services Provided	Starting Year	Extension	Contract or Cap amount	Billing type	Years Contracted with vendor	1st Qtr 2017 Payments
Krizner	Training, HR Audit	January, 2017		\$ 5,700.00	Qtrly	Since 2013	\$ 1,425.00
Epyon, Inc	IT support	January, 2016	2017 - 1st	\$80/hr cap at \$17,000.00	Monthly	Since 2014	\$ 340.00
Florida Court Clerks & Comptrollers	Education Services; conferences, New Clerk Academy	January, 2016	2017 - 1st	\$ 286,900.00	Deliverables fi	2003	\$ 50,000.00
Glenn Robertson & Assoc	Assistance with Budgeting process	January, 2016	2017 - 1st	\$125/hr cap at \$80,000	Monthly	2003	\$ 7,625.00
Lanigan & Associates	External Audit, Council Elections	January, 2016	2017 - 1st	\$130/hr \$8000 cap; \$500 Elections	Upon deliverable	2008	\$ 550.00
Bill Sittig	Internal Auditor	January, 2016	2017 - 1st	\$85/hr cap at \$22,500.00	Monthly	2013	\$ 6,630.00

Special Contracts

Evergreen Solutions	Organizational Study	November, 2016		\$ 14,700.00	Deliverable -- Half mid point/half when accepted	2016	\$ 7,350.00
Economists, Inc	Peer Group Study	November, 2016		\$ 17,000.00	Deliverable -- full amount paid	2016	

Agenda Item 5

Executive Committee Meeting

April 20, 2017

Date: April 20, 2017
Subject: CCOC Contracts

Committee Action: Review and discuss CCOC Policies and Procedures.

Overview/Background: The CCOC historically has developed policies and procedures comparable to the State of Florida agencies or Florida Judicial Branch. In addition, the CCOC in response to audit recommendations has developed policies and procedures. The CCOC currently has 10 policies/procedures.

Most of the current policies and procedures were adopted by the Council more than 3 years ago and should be reviewed to be updated as necessary. It is also beneficial to look at the current policies and procedures to determine if there may be additional ones needed due to a changing work environment. We have had recommendations from our HR contractor to develop some additional procedures.

Staff Input: We recommend that the current policies and procedures be reviewed and updated as necessary. It has been 3 years since the last revisions and we have suggested revisions that we believe should be considered. For example, while we do have a travel and reimbursement limit for CCOC staff and contractors we have not developed a maximum limit for Clerks and their staff conducting official CCOC business. Also as mentioned, our HR contractor noted the need for additional policies to deal with recent workplace cultural issues.

Lead Staff: John Dew, CCOC Executive Director

Attachment: 1. List of 2017 CCOC Contracts and details. Within the attachment is a hyper-link to each of the individual procedures/policies.



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Florida Clerks of Court Operations Corporation
OPERATION POLICIES

POLICY No.	Policy Description	Date Approved	Changes	Purpose	Link
1	Cellular Telephone Usage	11/14/2013		Provide the Florida Clerks of Court Operations Corporation (CCOC) an official use policy for the use of cellular telephones. This policy will provide internal control over cellular telephone usage and expenditures provide authorized users of cellular telephones with the responsibilities and guidelines for purchase and use of the equipment and direct the CCOC Executive Director or chosen designee on prompt corrective action where unauthorized use has been detected.	http://www.flccoc.org/attachments/ECAApprovedCellPhonePolicyNovember142013.pdf
2	Credit card Authorization, Use & Reimbursement	11/14/2013		Provide an efficient method of purchasing and paying for goods and services not exceeding \$700 per purchase. Ensure purchasing card purchases are made in accordance with the Corporation policies and procedures. Provide a convenient method for making small purchases, consolidating payments, and capturing spending information. Allow for the use of the Corporation's tax exempt status when purchasing office supplies and services (including, but not limited to travel and meeting expenses) necessary to conduct Corporation business. Provide for disciplinary action if the purchasing cards are misused.	http://www.flccoc.org/attachments/ECAApprovedCreditCardPolicyNovember142013.pdf
3	Transfer from one bank account to another bank account	11/14/2013		Establish procedures for the approval and initiation of required transfers between Corporation bank accounts. The CCOC FSA account receives transfers from the CCOC operating account.	http://www.flccoc.org/attachments/ECAApprovedTransferbetweenbankaccountsPolicyNovember142013.pdf
4	Policy against Fraudulent, Unethical and Other Dishonest Acts	11/14/2013		To guard against fraudulent, unethical, and dishonest acts and identify responsibilities for preventing, detecting, reporting and investigating such.	http://www.flccoc.org/attachments/CCOC%20Fraud%20Policy%20for%20Council%20Members%202012.pdf
5	Pick-up and processing daily incoming mail	11/14/2013		Establish procedures for the pick-up, opening, and logging of incoming mail for the Corporation.	http://www.flccoc.org/attachments/ECAApprovedMailPolicyNovember142013.pdf

6	Fixed and Sensitive assets	11/14/2013		Establish procedures for the recording, tracking and auditing of fixed and sensitive assets.	http://www.flccoc.org/attachments/ECApprovedPropertyInventoryPolicyNovember142013.pdf
7	Direct Pay Authorization & Processing	11/14/2013		Establish procedures for the payment of goods and services through an electronic program offered by the Corporation's commercial bank called Direct pay.	http://www.flccoc.org/attachments/ECApprovedDirectPayPolicyNovember142013.pdf
8	Purchases, Authorizations, Receiving & Direct Pay Process	11/14/2013		Establish procedures for the purchase of goods and services and establish the authority to process payments by the Executive Director for the Corporation.	http://www.flccoc.org/attachments/ECApprovedPurchasingAuthorizationProcessNovember142013.pdf
9	Travel Policy & Procedures	11/14/2013		To establish regulations and procedures for the Clerks of Court Operations Corporation (CCOC), employees and authorized persons where authorized travel is necessary and reimbursement is requested.	http://www.flccoc.org/attachments/ECApprovedTravelPolicyNovember142013.pdf
10	Classification and Pay Procedures	9/29/2010		These rules were adopted by the Executive Council of the CCOC effective July 1, 2009, and amended subsequently, as general guidelines in administering the Classification and Pay Plan applicable to employees filling authorized and established positions in the CCOC office. It is intended to provide a uniform method of recruitment, hiring, advancement, position salary classification, administration, benefits, and other related activities.	http://www.flccoc.org/MeetingMaterials/090625AmendPayClassPlan.pdf