



PIE COMMITTEE MEETING

FEBRUARY 20, 2019

Stacy Butterfield, CPA
POLK COUNTY
EXECUTIVE COUNCIL CHAIR

Tara S. Green
CLAY COUNTY
VICE-CHAIR

JD Peacock, II
OKALOOSA COUNTY
SECRETARY/TREASURER



JOHN CRAWFORD
NASSAU COUNTY

PAT FRANK
HILLSBOROUGH COUNTY

TODD NEWTON
GILCHRIST COUNTY

PAULA S. O'NEIL, PH.D.
PASCO COUNTY

HARVEY RUVIN, ESQ.
MIAMI-DADE COUNTY

RON FICARROTTA
13TH JUDICIAL CIRCUIT JUDGE
SUPREME COURT APPOINTEE

KYLE HUDSON
HOLMES COUNTY
SENATE APPOINTEE

VACANT
HOUSE APPOINTEE

JOHN DEW
EXECUTIVE DIRECTOR

JOE BOYD
GENERAL COUNSEL

2560-102 BARRINGTON CIRCLE | TALLAHASSEE, FLORIDA 32308 | PHONE 850.386.2223 | FAX 850.386.2224 | WWW.FLCCOC.ORG

PIE COMMITTEE MEETING

February 20, 2019

Workshop: 9:00 AM (no call-in capabilities)

Meeting: 2:30 PM

Conference Call line: 1-904-512-0115, Code 412463

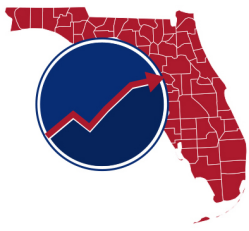
Location:

FCCC Office, Conference Room
3544 Maclay Blvd, Tallahassee

- 1) Call to Order and Introduction.....Tara Green
- 2) Approve AgendaTara Green
- 3) Review Revenue Compliance and Education RFP.....Tara Green
- 4) Review Performance Measures and ReportingDoug Isabelle
 - (a) CFY 2017-18 Performance Year in Review
 - (b) CFY 2018-19 Issues and Future Plans
 - (c) Potential additional and/or new measures
- 5) Review Clerks' Court Services Framework
 - (a) Framework Discussion and Status Gary Cooney
 - (b) Service Costing Discussion and Status Doug Isabelle
- 6) Subcase Reporting and Weights.....Doug Isabelle
- 7) Other Projects.....Doug Isabelle
 - a) Unit Cost Examples
 - b) Court Division Cost and Revenue
 - c) Civil Indigent and No Fee Cases
 - d) Continuing Cases
- 8) Other Business.....Tara Green
 - a) Discuss AOSC18-77 (Court collections workgroup)
 - b) Status of the CCIS project for CCOC reporting requirements
 - c) Status of MECOM project for CCOC performance requirements
 - d) Discuss scheduling joint conference with FCCC
 - e) Discuss renaming PIE Committee

Committee Members: Tara Green, Chair; Linda Doggett, Vice-Chair; Gary Cooney, Esq.; Tiffany Moore-Russell, Esq.; Donald C. Spencer; Carolyn Timmann; Angela Vick; and Roger Eaton

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.



CCOC

FLORIDA CLERKS OF COURT
OPERATIONS CORPORATION

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AGENDA ITEM #3

DATE: February 20, 2019
SUBJECT: Revenue Compliance and Education Request for Proposal (RFP)
COMMITTEE ACTION: Provide Direction

OVERVIEW:

Section 28.35 Florida Statutes requires the Corporation to develop and conduct Clerk education programs and specifically to establish statewide collection measures and standards. In 2007 the Florida Office of Program Policy and Government Accountability (OPPAGA) issued a report titled "Clerks of Court generally are meeting the system's collection performance standards" (Attachment 1). OPPAGA made some recommendations to increase funding of the state court system including; the Corporation identifying what collection methods work best, helping clerks identify options for improving collections, and developing technical assistance program to help ensure successful implementation.

Over the years since this report was issued the CCOC assisted in developing collection best practices, drafted minimum collection standards, conducted countless collection education sessions at Clerk conferences, regionally and site visits to all 67 Clerk offices. It also conducted numerous collection process surveys and produced a statutorily directed collection report that was contracted with the National Center for State Courts. Clerk in-house collection programs were also highlighted at some of the Executive Council meetings. CCOC also assisted with the statewide Operation Greenlight, chaired by Clerk Green and most recently in November 2017 hosting a joint summit with the Florida Clerks and Comptrollers.

The primary focus of the court collection education, as highlighted by OPPAGA, was to maximize funding of the court system via enforcement tools such as suspending driver licenses and collection agents; however, over the last several years there has been a fundamental shift nationwide and in Florida from using enforcement tools such as driver licenses as a primary funding mechanism. Instead, focusing on compliance with court orders by using payment plans and community service opportunities as a way of assisting defendants and keeping them working and moving forward with their lives.

It will take resources for the CCOC and the Clerks to be successful in implementing in-house compliance programs. Clerks have experienced significant cuts with their budgets, which is

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the primary reason cited in their corrective action plan for not meeting statutorily mandated performance standards.

To assist with its training and education activities the CCOC employed an OPS staff with many years of experience with court collection and compliance. Many of the current collection processes and in-house programs that have been established around the state today were a direct result of his and CCOC efforts. Unfortunately, this staff person has since retired leaving a void with CCOC educational and training mandate. To continue to provide this service the CCOC staff sought RFPs from a couple of vendors to determine what services could be provided and the skill level of such vendors. The RFPs were received in December 2018. However, prior to moving forward on any potential contract, CCOC PIE Chair Clerk Green wanted to first seek ideas from the Committee on the scope of services that they might suggest should be available to all the Clerks.

CCOC would like to continue its statutory responsibilities of providing education and training to Clerk offices on-site and on-line especially with revenue collections and compliance. Additionally, CCOC would like to be able to follow-up and review whether Clerk offices are implementing minimum statutory collection best practices and to assist them in meeting performance standards. CCOC would also like to facilitate statewide compliance projects particularly to respond to reducing the number of driver licenses suspension. These efforts can only be accomplished with additional resources.

CCOC staff is recommending that the Committee review the attached RFP document and make recommendations accordingly. Further that the Committee approve moving forward and contracting for revenue compliance services. A draft proposal is attached for your review (**Attachment 2**). CCOC is requesting the Committee input into the RFP and approval to move forward to seek quotes.

COMMITTEE ACTION: Approve RFP for revenue education and compliance.

LEAD STAFF: Douglas Isabelle, Deputy Executive Director

ATTACHMENTS:

- 1) OPPAGA Performance Review
- 2) DRAFT Revenue Compliance and Education RFP



OFFICE OF PROGRAM POLICY ANALYSIS
& GOVERNMENT ACCOUNTABILITY



March 2007

Report No. 07-21

Clerks of Court Generally Are Meeting the System's Collections Performance Standards

at a glance

Fines, fees, service charges, and court costs are important sources of revenue that help fund the state courts system. Judges are responsible for assessing and enforcing these obligations and court clerks are responsible for collecting them. In Fiscal Year 2005-06, clerks of court remitted \$93.7 million in court-related collections to the state after funding their own operations. These funds offset 23% of the \$405.4 million cost of the state courts system for that year.

Statewide, collection rates are generally high and clerks generally meet or exceed performance standards, although civil traffic and juvenile delinquency collections pose difficulties.

The Clerks of Court Operations Corporation should consider modifying the collection standard for the juvenile delinquency division as collections are small, thereby allowing clerks to target their resources toward divisions where defendants are more likely to be able to pay.

In keeping with its technical assistance mandate, the corporation should identify best practices for using collection methods that maximize collections.

Scope

As directed by the Legislature, OPPAGA addressed two main questions concerning clerk of court collections of court fines and fees.

- How well are clerks collecting court fines and fees?
- Which collection methods are clerks using to collect fines and fees?

Background

Article V of the Florida Constitution establishes the judicial branch of state government. In 1998, voters approved Revision 7 to Article V, which allocated more costs to the state, effective July 1, 2004. To implement this constitutional revision, the Legislature enacted laws that direct the state to pay for certain enumerated elements of the state courts system and require the 67 county clerks of court to fund their offices using revenues derived from fines, fees, service charges and court costs assessed in both civil and criminal proceedings.¹ Except under certain conditions, one-third of these funds are transmitted to the state to help fund the operation of the state courts system. In Fiscal Year 2005-06, clerks of court remitted \$93.7 million in court-related collections to the state after funding their own operations.² These funds offset 23% of the \$405.4 million cost of the state courts system during that year.

¹ Chapters 2000-237, 2003-402, and 2004-265, *Laws of Florida*.

² This includes a \$16 million transfer to general revenue from the Clerks of the Court Trust Fund in October 2006 which included collections for the second half of Fiscal Year 2005-06.

To ensure accountability for these revenues, the Legislature created the Clerks of Court Operations Corporation via Section 28.35, *Florida Statutes*. The corporation's functions include

- establishing a process for reviewing and certifying proposed court-related budgets submitted by each clerk;
- developing and certifying a uniform system of performance measures and applicable performance standards;
- identifying deficiencies and corrective action plans when clerks fail to meet performance standards; and
- recommending to the Legislature changes in the various court-related fines, fees, service charges and court costs established by law to ensure reasonable and adequate funding of the clerks of court in the performance of their court-related functions.

Although assessment of court fines, fees, service charges and court costs occurs at the time of sentencing, collection of these funds may happen over time. To measure collections, the corporation has developed a uniform data reporting process. Clerks must report aggregate collection totals by court division on a quarterly basis to the corporation.³ Because collection rates vary based on the type of case (e.g., civil or criminal) and whether the offender is incarcerated, the corporation has adopted performance standards for nine court divisions, as shown in Exhibit 1.

The corporation adopted these standards based on recommendations from the Article V Steering Committee, members of which were appointed by leadership of the Florida Association of Court Clerks and Comptrollers. The committee developed standards using reports from the Auditor General, as well as input from clerks with experience using collection courts and collection agencies.⁴

³ Assessments are tracked during the quarter in which they are newly assessed, and for four quarters afterward. The extra quarter is used to ensure that assessments made during the last day of the cohort quarter receive a full four-quarter's worth of follow-up. Technically each assessment is supposed to be tracked for exactly 365 days, but in practice assessments made on the first day of the cohort quarter could theoretically be getting almost three extra months of follow-up.

⁴ Auditor General Report Nos. 11757, 11780, and 11823.

Questions and Answers —

How well are clerks collecting court fines and fees?

Statewide, clerks have generally met the collections performance standards, although juvenile delinquency and civil traffic collections pose difficulties.

Collection rates generally met or exceeded performance standards. Statewide, clerks collected 71% of assessed court fines, fees, service charges and court costs. As shown in Exhibit 1, the average statewide collection rates met or exceeded the standards for seven of the nine court divisions, with the exception of juvenile delinquency and civil traffic.⁵

Exhibit 1 Statewide Percentage of Assessments Collected for Most Divisions Exceed Standards

Division	Amount Assessed During Quarter	Performance Standard	Percentage Collected Statewide
Circuit Civil	\$ 71,968,862	90%	99%
County Civil	19,629,132	90%	99%
Probate	5,656,396	90%	98%
Family	11,361,643	75%	97%
Civil Traffic	100,378,084	90%	85%
Criminal Traffic	29,934,228	40%	72%
County Criminal	23,527,083	40%	50%
Juvenile Delinquency	2,648,038	40%	27%
Circuit Criminal	60,838,107	9%	9%
Total	\$325,941,573	NA	71%

Source: OPPAGA analysis of data from the Florida Clerks of Court Operations Corporation.

Similarly, high percentages of clerks have met the collection performance standards for seven of the court divisions (see Exhibit 2). However, less than half of the clerks met the collections standards for two court divisions—juvenile delinquency and civil traffic.

⁵ To assess clerks' performance in collecting fines, fees, service charges and court costs we examined the first full year of follow-up collection data from the first three-month cohort. The first full year's worth of data covers the second quarter of calendar year 2005, followed for one year through the third quarter of calendar year 2006.

Exhibit 2**Most Clerks Met Most Performance Standards**

Division	Percentage of Clerks Meeting the Standard
County Civil	99%
Probate	94%
Criminal Traffic	91%
Circuit Civil	88%
Family	85%
County Criminal	82%
Circuit Criminal	79%
Juvenile Delinquency	43%
Civil Traffic	37%

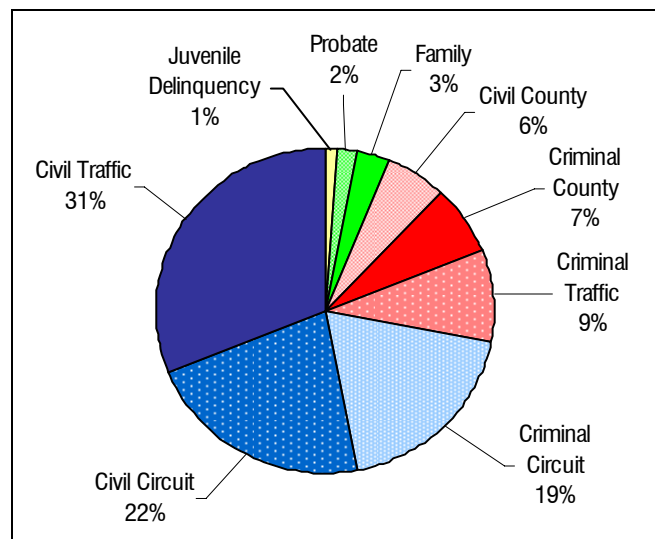
Note: nine clerks did not submit data that could be used to determine whether they met the standard for the year in one or more division.
Source: OPPAGA analysis of CCOC data.

Juvenile delinquency and civil traffic collections pose difficulties but could be improved. Clerks reported that the juvenile delinquency standard of 40% was difficult for them to meet because clerks cannot enforce collection from defendants' guardians, and juvenile defendants often have limited means to pay the assessments themselves. These children may be sentenced to lengthy stays in secure detention or a residential treatment program, and many are under 16 years old, which makes earning money to pay their court costs difficult due to child labor restrictions even if they were not incarcerated. Statewide, judges assessed \$2,648,038 in juvenile fines, fees, service charges and court costs during the quarter. In the year following these assessments, clerks collected \$720,975 (27%) of these court assessments.

The corporation should consider modifying the collection standard for this division. Given the relatively small amounts assessed (less than 1% of the statewide total, as shown in Exhibit 3) and the difficulty in collecting these funds, devoting greater resources to collecting juvenile delinquency assessments may not be the most cost-effective use of clerk resources. Modifying the performance standard could allow clerks to target their resources toward divisions where greater assessments are levied and defendants are more likely to be able to pay.

Only 37% of the clerks met the performance standard of 90% for collecting civil traffic assessments. Clerks reported that this standard was difficult to meet because large numbers of

people from outside their jurisdiction receive tickets but refuse to pay. For example, clerks explained that drivers cited for speeding along the I-75 corridor who are not county (or state) residents often do not pay their fines. Of the 15 clerks who fell below the statewide average for collections in this standard, all but two (Dixie and Liberty) have at least one interstate highway within their counties. Under Section 322.23(2), *Florida Statutes*, the Department of Highway Safety and Motor Vehicles is authorized to notify the motor vehicle administrator of any other state whenever an out-of-state driver is convicted of a violation of Florida's motor vehicle laws.

Exhibit 3**Civil Traffic Accounts for the Largest Proportion of Assessments**

Source: OPPAGA analysis of CCOC data.

As shown in Exhibit 3, civil traffic accounts for the largest proportion of assessments, 31%, and unpaid assessments totaled \$15,532,684 after a year following the quarter in which they were assessed. Therefore, increased collection of traffic fines could lead to a significant increase in local and state revenue. For example, if clerks increased collections from the current 85% to the standard of 90% statewide, the state would receive an additional \$5,494,876 in these revenues to help fund the state courts system.

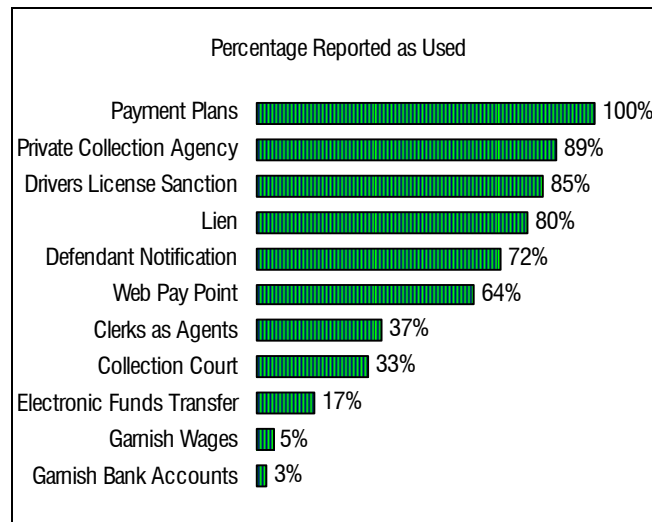
Which collection methods are clerks using to collect fines and fees?

Clerks use a combination of collections methods to maximize collections. As shown in Exhibit 4, all clerks use payment plans that allow individuals to pay fines and fees over time, and most impose driver license sanctions or liens. Almost 9 out of 10 clerks also use private collection agencies to help recover assessments. However, there are five collections methods that less than half of the clerks use.⁶

- Clerks as collection agents - uses existing clerk resources to send collection letters directly to defendants rather than using private agents, who can impose an additional fee of 40% that the clerks are not allowed to impose (37 clerks not using).
- Collection courts - hold defendants accountable to the court—if a defendant pays his or her fines and fees according to the agreed-upon terms, the case is closed; if a defendant fails to pay, he or she must appear before a judge to explain why or risk issuance of a warrant for the failure to appear (41 clerks not using).
- Electronic fund transfer - involves obtaining defendants' permission to automatically debit their accounts on a scheduled basis (49 clerks not using).
- Garnishing wages or bank accounts is a legal device used by a creditor to take a debtor's property that is held by a third person, or money owed to the debtor from a third person, and use it to pay the debt to the creditor (56 and 56 clerks not using, respectively).

⁶ We surveyed the 67 clerks of court regarding the collections methods clerks use and the effectiveness of various collection methods. We received responses from 63 clerks. Clerks of Broward, Dixie, Glades, and Hendry counties did not respond to our survey.

Exhibit 4 Varying Percentages of Clerks Use Available Collection Methods



Note: Percentages reported as used are based on clerks who responded to the question and exclude missing cases. Not all respondents answered each question.

Source: OPPAGA survey of clerks of court.

Collection methods are difficult to link to performance results. We surveyed the 67 clerks about their use and perceptions of the effectiveness of various collection methods, and compared collection rates of the clerks to the specific techniques they used. As shown in Exhibit 5, there was no meaningful difference between the average percentage of revenue collected overall and clerks' use of any particular method. While there may be collection methods that improve collections for specific divisions; our survey data did not link specific methods to division collection success.

However, as shown in Appendix B, there was considerable variability among the clerks in terms of the proportion of assessments they were able to collect. Overall, collections rates among clerks who reported data on all court divisions ranged from a low of 36% to a high of 90%. These differences are the result of a variety of factors including collection techniques and population demographics of their counties such as the median per capita income, degree of urbanization, population size, and other factors outside clerks' control.

Exhibit 5**Little Difference in Collection Rates of Clerks Who Use and Do Not Use Specific Payment Methods Examined**

Method	Average Collected Among	
	Users	Non-Users
Payment Plans	73%	NA
Private Collection Agency	73%	74%
Driver License Sanction	72%	78%
Lien	71%	79%
Defendant Notification	72%	75%
Web Pay Point	73%	74%
Clerks as Agents	74%	73%
Collection Court	75%	72%
Electronic Funds Transfer	73%	73%
Garnish Wages	75%	73%
Garnish Bank Account	73%	73%

Source: OPPAGA analysis of CCOC data, and OPPAGA survey of clerks of court.

The corporation should identify best practices that maximize collections. Given the limited information collected by our survey, we were unable to determine whether specific collection techniques could help improve payment rates for specific court divisions. As part of its responsibility to identify deficiencies and corrective action plans when clerks fail to meet performance standards, the corporation should do an in-depth analysis to identify and recommend collection techniques that are appropriate and likely to be effective.

The Florida Association of Court Clerks and Comptrollers has developed what it considers to be best practices related to the collection of fines and fees when using payment plans.⁷ These include

- creating separate payment plan models for criminal and civil court;
- ensuring that payment plans are flexible, and are based on defendants' circumstances;
- developing and implementing appropriate enforcement tools, including collections court and collections agents;

⁷ [*Proposed Best Practices Policy: Payment Plans for the Collection of Court Fines, Fees, and Service Charges*](#), Florida Association of Court Clerks and Comptrollers, 2005. The association has not linked the use of these best practices to improved collection performance; clerk performance is under the purview of the corporation.

- imposing civil judgment at sentencing for defendants deemed unable to pay, rather than attempting to collect from them thereby wasting time and resources that could be more effectively used elsewhere; and
- using an accounts receivable system with aging data to track amounts owed over time and whether defendants are making payments on their account.

The clerks who were successfully meeting the performance standards had already implemented some of the best practices recommended by the association. These clerks tended to have several years experience in the job and to have accountants on staff. In addition, they generally

- apply sanctions with defendants who fail to pay, including the threat of incarceration and suspension of driving privileges;
- use a wide variety of collection methods and offer flexibility in payment options; and
- deduct fines, fees, service charges and costs from any cash bond posted before returning the balance to the defendant.

We also interviewed several clerks who were struggling with meeting performance standards. These clerks tended to

- not apply the threat of suspension of driving privileges to enforce collection in all case divisions;
- use a limited number of collection methods;
- not use credit cards for collection in divisions other than civil traffic;
- rely heavily upon probation officers to collect from probationers;
- not use collection agents for all divisions in smaller, more rural counties; and
- have programming problems with their database of assessments and collections, which hindered their ability to collect and accurately report to the corporation.

The corporation should follow up on the work of the association and OPPAGA, given the data it has at its disposal and its mandate to provide technical assistance to struggling clerks, and identify and recommend collection techniques that are appropriate and likely to be effective.

Recommendations —————

To increase collections and funding for the state court system,

- we recommend that the corporation identify what collection methods work best, under what conditions, and in what combinations. Given the large amount of potential funds that can be collected to help fund the state courts system, the corporation should initially focus on helping clerks identify options for improving civil traffic collections. The corporation should report its findings to the clerks and develop technical assistance programs to help ensure successful implementation.

To more effectively target collection efforts,

- we recommend that the corporation consider modifying the juvenile delinquency performance standard, which could enable clerks to concentrate their efforts on activities that can produce the highest return on investment of collections resources.

Agency Response —————

In accordance with the provisions of s. 11.51(5), *Florida Statutes*, a draft of our report was submitted to the executive council chairperson of the Florida Clerks of Court Operations Corporation to review and respond. The chairperson's written response has been reproduced in Appendix C.

Appendix A

Clerk Collections by Divisions

Each clerk must report data on collections to the corporation on a quarterly basis. This data is used to evaluate clerk performance in each of the nine divisions. Collections are tracked for four full quarters following the quarter in which they were originally assessed, as shown in the table below.

County	All Divisions			Percentage Collected by Criminal Division				Percentage Collected by Civil Division				
	Total Assessed	Total Collected	Percentage Collected	Circuit	County	Juvenile Delinquency	Traffic	Circuit	County	Traffic	Probate	Family
Alachua	\$ 4,221,638	\$ 3,204,163	76%	9%	43%	35%	67%	96%	100%	94%	99%	90%
Baker	378,088	282,241	75%	30%	69%	58%	77%	100%	100%	79%	100%	100%
Bay	3,389,601	2,077,093	61%	5%	55%	31%	49%	100%	95%	87%	100%	97%
Bradford	506,715	436,456	86%	21%	53%	61%	84%	100%	100%	90%	100%	100%
Brevard	8,038,410	5,589,394	70%	13%	50%	25%	61%	99%	99%	90%	98%	92%
Broward	22,177,735	17,941,390	81%	14%	74%	10%	76%	100%	100%	89%	100%	100%
Calhoun	197,425	133,793	68%	32%	52%	34%	79%	100%	100%	86%	86%	93%
Charlotte	1,997,297	1,289,434	65%	8%	56%	70%	76%	100%	100%	88%	100%	100%
Citrus	1,644,216	1,208,197	73%	16%	67%	79%	70%	100%	100%	93%	100%	97%
Clay	1,959,741	1,466,385	75%	27%	44%	84%	62%	81%	101%	86%	99%	98%
Collier	6,110,044	4,432,607	73%	10%	61%	42%	80%	99%	100%	92%	100%	99%
Columbia	1,294,636	681,698	53%	14%	30%	51%	---	100%	100%	89%	100%	95%
Dade	30,029,090	22,231,761	74%	10%	25%	30%	59%	100%	100%	86%	95%	97%
DeSoto	69,857	62,596	90%	---	---	---	---	84%	100%	---	100%	84%
Dixie	252,314	140,710	56%	30%	30%	---	23%	95%	100%	80%	90%	89%
Duval	27,737,519	21,650,639	78%	5%	31%	20%	88%	100%	100%	24%	100%	100%
Escambia	4,486,312	2,650,494	59%	14%	45%	29%	54%	100%	100%	86%	100%	96%
Flagler	739,214	646,234	87%	35%	85%	43%	81%	97%	99%	93%	99%	92%
Franklin	215,634	172,694	80%	54%	78%	41%	77%	100%	100%	88%	100%	100%
Gadsden	651,525	419,129	64%	14%	54%	11%	67%	---	---	84%	---	---
Gilchrist	222,186	195,453	88%	34%	84%	4%	70%	100%	100%	94%	100%	90%
Glades	221,865	196,263	88%	69%	68%	NA	63%	100%	95%	95%	100%	100%
Gulf	202,356	161,699	80%	15%	83%	20%	90%	100%	98%	90%	100%	96%
Hamilton	145,066	120,770	83%	12%	100%	NA	97%	87%	100%	84%	100%	NA
Hardee	618,385	391,475	63%	15%	47%	36%	71%	99%	97%	92%	100%	91%
Hendry	516,619	385,304	75%	23%	64%	44%	65%	89%	93%	98%	88%	90%
Hernando	1,996,856	1,547,608	78%	27%	64%	53%	68%	100%	100%	91%	93%	98%
Highlands	1,703,954	1,162,240	68%	9%	36%	43%	67%	100%	100%	92%	100%	100%
Hillsborough	34,319,762	12,432,001	36%	3%	40%	34%	66%	100%	100%	90%	100%	95%
Holmes	308,079	193,009	63%	20%	63%	51%	70%	96%	100%	84%	100%	100%
Indian river	1,771,474	1,131,287	64%	13%	66%	30%	61%	100%	99%	83%	100%	96%
Jackson	977,143	797,596	82%	21%	41%	31%	68%	100%	100%	88%	98%	97%
Jefferson	310,968	267,346	86%	39%	86%	NA	56%	100%	100%	88%	100%	100%
Lafayette	90,944	74,708	82%	34%	87%	NA	---	91%	100%	87%	100%	100%

County	All Divisions			Percentage Collected by Criminal Division				Percentage Collected by Civil Division				
	Total Assessed	Total Collected	Percentage Collected	Circuit	County	Juvenile Delinquency	Traffic	Circuit	County	Traffic	Probate	Family
Lake	4,505,884	2,570,765	57%	10%	55%	40%	67%	99%	99%	92%	100%	99%
Lee	7,334,160	5,701,225	78%	5%	88%	31%	87%	98%	100%	91%	100%	93%
Leon	7,775,448	5,891,833	76%	14%	41%	100%	62%	98%	100%	87%	98%	84%
Levy	578,090	412,805	71%	9%	77%	64%	66%	100%	100%	90%	100%	95%
Liberty	108,497	83,752	77%	31%	84%	NA	95%	100%	99%	78%	100%	98%
Madison	447,570	394,773	88%	66%	100%	100%	100%	97%	99%	87%	100%	98%
Manatee	2,935,956	2,085,230	71%	20%	39%	54%	71%	100%	98%	80%	98%	95%
Marion	4,507,527	2,821,077	63%	14%	50%	34%	67%	99%	100%	92%	100%	91%
Martin	4,009,834	2,655,000	66%	7%	74%	21%	--- ¹	100%	100%	76%	100%	96%
Monroe	2,180,599	1,647,211	76%	40%	59%	7%	66%	95%	100%	83%	99%	98%
Nassau	796,316	601,180	75%	18%	66%	39%	73%	99%	99%	88%	99%	96%
Okaloosa	2,872,049	2,140,577	75%	22%	67%	68%	75%	98%	100%	87%	100%	98%
Okeechobee	504,744	352,564	70%	15%	59%	13%	72%	99%	98%	87%	100%	100%
Orange	48,753,174	37,902,699	78%	8%	30%	8%	60%	98%	97%	72%	100%	99%
Osceola	6,982,809	5,497,355	79%	19%	77%	49%	90%	101%	100%	90%	95%	--- ¹
Palm Beach	3,861,532	3,754,773	97%	--- ¹	--- ¹	39%	--- ¹	99%	99%	--- ¹	99%	97%
Pasco	5,041,039	3,714,468	74%	9%	49%	44%	70%	100%	100%	94%	98%	95%
Pinellas	22,023,923	17,544,062	80%	8%	53%	38%	79%	100%	100%	97%	100%	94%
Polk	9,040,483	5,815,240	64%	10%	39%	51%	58%	100%	100%	92%	100%	100%
Putnam	1,586,030	1,423,866	90%	12%	75%	NA	85%	100%	100%	91%	100%	88%
Santa Rosa	2,291,654	1,829,040	80%	24%	52%	48%	74%	100%	102%	76%	99%	98%
Sarasota	4,611,628	3,308,900	72%	14%	36%	46%	68%	97%	100%	92%	95%	95%
Seminole	5,214,631	4,307,076	83%	33%	79%	--- ¹	90%	100%	100%	84%	100%	100%
St. Johns	2,125,432	1,745,316	82%	18%	64%	30%	74%	100%	100%	92%	100%	97%
St. Lucie	4,311,787	2,801,685	65%	10%	47%	30%	63%	93%	99%	89%	100%	99%
Sumter	1,420,766	1,061,699	75%	25%	68%	52%	100%	71%	100%	100%	94%	100%
Suwannee	680,903	320,978	47%	7%	68%	NA	74%	10%	100%	71%	100%	91%
Taylor	327,267	219,974	67%	19%	64%	100%	56%	100%	100%	90%	100%	100%
Union	98,302	76,261	78%	18%	72%	89%	72%	86%	100%	85%	100%	89%
Volusia	6,958,471	5,054,592	73%	10%	52%	39%	77%	100%	100%	92%	100%	100%
Wakulla	694,900	574,970	83%	72%	19%	60%	85%	100%	100%	92%	100%	96%
Walton	1,291,375	552,516	43%	7%	77%	66%	76%	100%	100%	90%	100%	98%
Washington	566,125	414,515	73%	25%	60%	23%	64%	92%	99%	88%	98%	95%

¹ Data not reported to the Clerks of Court Operations Corporation.

NA = No assessments within the division during the three-month reporting period.

DeSoto, Gadsden, and Palm Beach, highlighted in blue, did not report on several divisions, making any calculation of their overall collections unreliable for evaluative purposes.

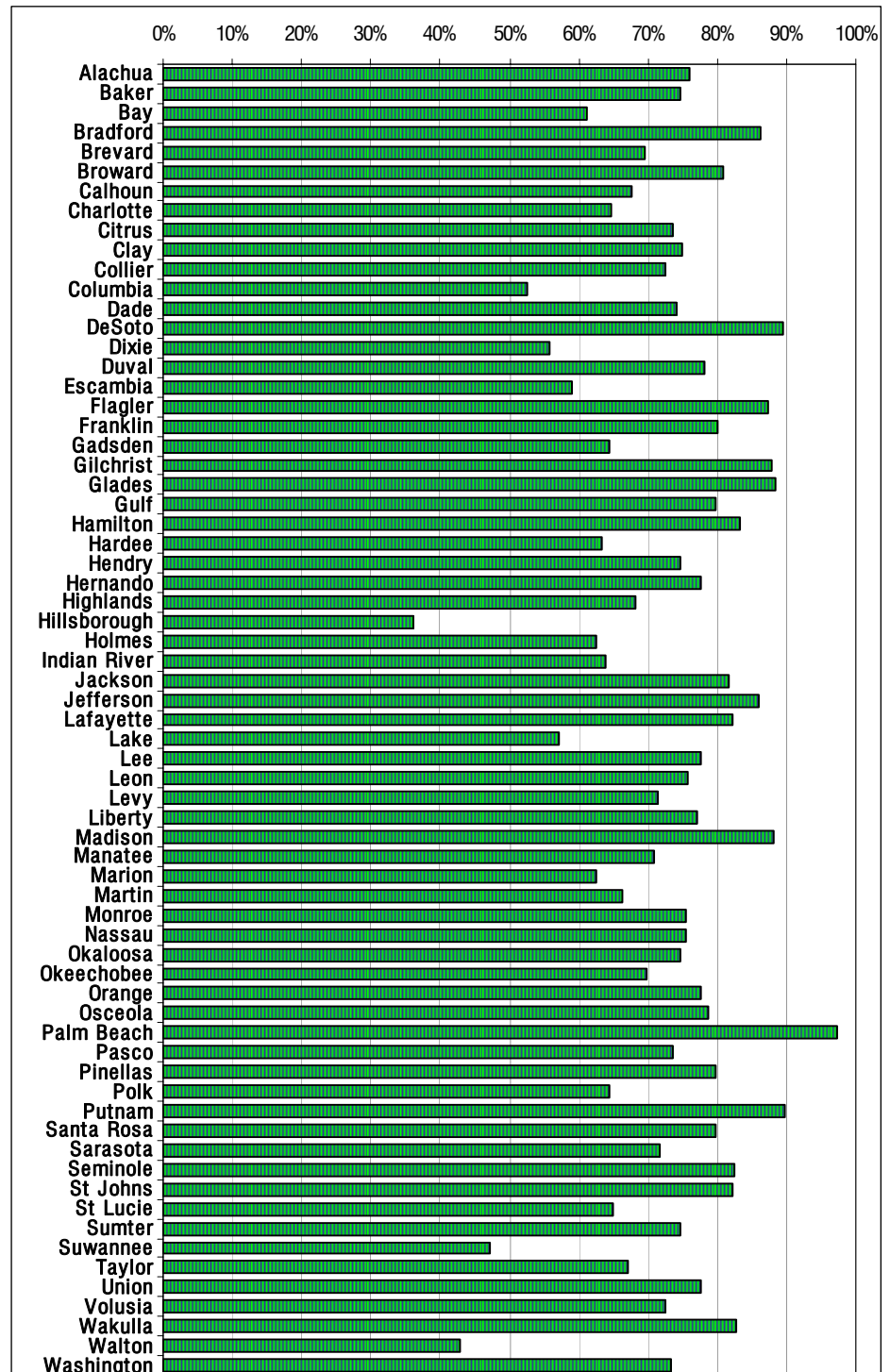
Source: Clerks of Court Operations Corporation.

Appendix B

Percentage of Assessments Collected Varied Considerably Among Clerks

The average percentage of fines, fees, service charges and court costs assessed during the second quarter of 2005 that were collected during the four quarters following assessment was 71%. There is considerable variability among the clerks in the percentage of these assessments they were able to collect. Collection rates ranged from a high of 90% to a low of 36%, as shown in the chart below.⁸

⁸ DeSoto, Gadsden, and Palm Beach did not report on several divisions, making any calculation of their overall collections unreliable for evaluative purposes.



Source: Clerks of Court Operations Corporation.

Appendix C

Florida Clerks of Court Operations Corporation

Honorable Jim Watkins
Lake County
Chairperson

Honorable Howard Forman
Broward County
Vice Chairman

Honorable Richard Weiss
Polk County
Secretary / Treasurer

Honorable John Crawford
Nassau County

Honorable Marsha Ewing
Martin County

Honorable Charlie Green
Lee County

Honorable Harvey Ruvin
Dade County

Honorable Tim Sanders
Madison County

John Dew
Executive Director

Joe Boyd
General Counsel

2541-1 Barrington Circle
Tallahassee, Florida 32308

Phone: (850) 386-2223
Fax: (850) 386-2224
www.flccoc.org

March 14, 2007

Gary R. VanLandingham
Director, OPPAGA
111 West Madison Street, Rm. 312
Claude Pepper Building
Tallahassee, FL 32399-1475

Dear Mr. VanLandingham,

As Chairperson of the Florida Clerks of Court Operations Corporation (CCOC), I want to express my appreciation to your staff for the professional manner in which they handled this project. As indicated by your report, the CCOC has adopted collections standards and is continually in the process of helping Clerks evaluate their success in meeting these standards.

Your report provides two recommendations. The first recommendation states "We recommend that the corporation identify what collection methods work best, under what conditions, and in what combinations. Given the large amount of potential funds that can be collected to help fund the state court system, the corporation should initially focus on helping clerks identify options for improving civil traffic collections. The corporation should report its findings to the clerks and develop technical assistance programs to help ensure successful implementation." We concur with your recommendation and will continue to work with Clerks to find ways to improve collection efforts.

The second recommendation states "We recommend that the corporation consider modifying the juvenile delinquency performance standard, which could enable clerks to concentrate their efforts on activities that produce the highest return on investment of collections resources." We agree with the recommendation and in fact the CCOC Executive Council, after its annual review of standards, modified the juvenile delinquency performance standard at our January 23, 2007 meeting.

I understand the reason your report contains individual Clerk data on collections. However, it is important that those reading this report understand you are only displaying information on one control group. The Corporation, since you received this data, has information from several additional control groups which would show different collection rates. Also, in your list of the variety of factors that impact collection rates on page 4, I suggest you include the ratio of case types as an important factor. As an example, if a Clerk's Office has a higher number of circuit criminal cases, you can expect their overall rate of collections to be lower. Thank you again for the opportunity to respond to your recommendations.

Sincerely,



James C. Watkins
Chairperson

CC: CCOC Executive Council Members
Ricky Lyons, President, Florida Association of Court Clerks
John D. Dew, CCOC Executive Director
Joseph Boyd, CCOC Legal Counsel
Ken Kent, FACC Executive Director

The Florida Legislature

Office of Program Policy Analysis and Government Accountability



OPPAGA provides performance and accountability information about Florida government in several ways.

- [OPPAGA publications and contracted reviews](#) deliver program evaluation, policy analysis, and justification reviews of state programs to assist the Legislature in overseeing government operations, developing policy choices, and making Florida government better, faster, and cheaper.
 - [Florida Government Accountability Report \(FGAR\)](#) is an Internet encyclopedia, www.oppaga.state.fl.us/government, that provides descriptive, evaluative, and performance information on more than 200 Florida state government programs.
 - [Florida Monitor Weekly](#), an electronic newsletter, delivers brief announcements of research reports, conferences, and other resources of interest for Florida's policy research and program evaluation community.
 - Visit OPPAGA's website, the Florida Monitor, at www.oppaga.state.fl.us
-

OPPAGA supports the Florida Legislature by providing evaluative research and objective analyses to promote government accountability and the efficient and effective use of public resources. This project was conducted in accordance with applicable evaluation standards. Copies of this report in print or alternate accessible format may be obtained by telephone (850/488-0021 or 800/531-2477), by FAX (850/487-3804), in person, or by mail (OPPAGA Report Production, Claude Pepper Building, Room 312, 111 W. Madison St., Tallahassee, FL 32399-1475). Cover photo by Mark Foley.

Project supervised by Marti Harkness (850/487-9223)
Project conducted by Jason Gitanis (850/410-4792) and Steve Lize
Gary R. VanLandingham, Ph.D., OPPAGA Director

Stacy Butterfield, CPA
POLK COUNTY
EXECUTIVE COUNCIL CHAIR

Tara S. Green
CLAY COUNTY
VICE-CHAIR

JD Peacock, II
OKALOOSA COUNTY
SECRETARY/TREASURER



JOHN CRAWFORD
NASSAU COUNTY

PAT FRANK
HILLSBOROUGH COUNTY

TODD NEWTON
GILCHRIST COUNTY

PAULA S. O'NEIL, PH.D.
PASCO COUNTY

HARVEY RUVIN, ESQ.
MIAMI-DADE COUNTY

RON FICARROTTA
13TH JUDICIAL CIRCUIT JUDGE
SUPREME COURT APPOINTEE

KYLE HUDSON
HOLMES COUNTY
SENATE APPOINTEE

VACANT
HOUSE APPOINTEE

JOHN DEW
EXECUTIVE DIRECTOR

JOE BOYD
GENERAL COUNSEL

2560-102 BARRINGTON CIRCLE | TALLAHASSEE, FLORIDA 32308 | PHONE 850.386.2223 | FAX 850.386.2224 | WWW.FLCCOC.ORG

CCOC Request for Quote (RFQ) ***Clerks and Staff Revenue Education, Training, and Compliance Services***

The Clerks of Court Operations Corporation ("CCOC") is a legislatively created corporate entity, as established under Section 28.35, Florida Statutes. Its mission is to review and recommend Florida Clerk of Courts Article V court-related budgets and to encourage Clerk's best practices using performance standards. It is headquartered in Tallahassee and its web page is www.flccoc.org.

The CCOC needs certain services as more fully described below (hereinafter "Services"). This RFQ is intended to secure one or more qualified and affordable contractors to provide potentially all, part or none of such services.

This is an RFQ to select service providers to meet the service needs of CCOC. This RFQ consists of this transmittal only, and contains the instructions for the preparation of quotes, costs breakdown, and timeframe.

Notice of Intent to BID (Attachment 1) shall be sent by email to John Dew at jdew@flccoc.org 5:00 PM (EST) November 15, 2018.

All question pertaining to this RFQ should be made via email to jdew@flccoc.org. Questions and answers will be posted on the CCOC website

CCOC Request for Quote (RFQ) Clerks and Staff Revenue Education, Training & Compliance Services

1.0 INTENT

- 1.1 Respondents are to submit a written quote that presents the Respondent's qualifications, understanding of work to be performed, and description of fees. The Respondent's quote should be prepared simply and economically and should provide all the information pertinent to its qualifications that respond to the Scope of Services listed herein.
- 1.2 POINT-OF-CONTACT: CCOC requires that Respondents restrict all contact and questions regarding this RFQ to the individual named below. Questions concerning terms and conditions and technical specifications shall be directed to:

John Dew, Executive Director
Florida CCOC
2560-102 Barrington Circle
Tallahassee, Florida 32308
jdew@flccoc.org

2.0 SCOPE OF SERVICES

- 2.1 Development of a project plan for a Statewide revenue compliance program including such items as timelines, surveys, and CCOC directed documents and reports.
- 2.2 Regular communication with 67 Clerks of Court and staff on Revenue Compliance Improvement - calls, training tips, news on compliance, directed site visits.
- 2.3 Needs Analysis Projects - Single Clerk office as needed and/or Subject Specific for all Clerks (i.e. payment plan statistical review).
- 2.4 Implementation of best practices with compliance and collections for 67 Clerks offices, training, and tool review.
- 2.5 Attendance at workgroups and conferences as jointly agreed upon by CCOC.
- 2.6 Collections and best practices review/audit as directed.

3.0 SERVICES

- 3.1 Services shall be provided at CCOC headquarters unless directed otherwise by the Executive Director of CCOC.

CCOC Request for Quote (RFQ) Clerks and Staff Revenue Education, Training & Compliance Services

- 3.2 Subcontracting of work under this RFQ/contract is not allowed.
- 3.3 There will be no guarantee of a minimum level of services to be acquired by CCOC.
- 3.4 This is a one-year contract. CCOC maintains the option to renew this contract for each of the two subsequent years (on a year to year basis) at the discretion of the CCOC and agreement with the vendor.

4.0 MINIMUM QUALIFICATIONS

- 4.1 Prior experience engaged in the practice of Clerk Revenue Compliance for at least five (5) years prior to the date of responding to this RFQ.
- 4.3 This is a one-year contract. CCOC maintains the option to renew this contract for each of the two subsequent years (on a year to year basis) at the discretion of the CCOC and agreement of the vendor.

5.0 REQUIREMENTS TO BE PROVIDED

- 5.1 The **NOTICE OF INTENT TO BID**, is nonbinding; however, it ensures the receipt of all addenda related to this RFQ. Quotes will be accepted only from applicants who submitted a timely NOTICE OF INTENT TO BID. (See Attachment 1)
- 5.2 **FORMAT AND NUMBER OF COPIES TO BE SUBMITTED:** In order to be considered for selection, Respondent must submit a complete response to this RFQ. One (1) electronic copy of each proposal must be submitted via USB thumb drive, Dropbox or e-mail (only if under 10 MB).
- 5.3 Quote shall be signed by the person authorized as the primary representative or officer.
- 5.4 Respondents shall include as part of their proposal responses to the following information at a minimum:
 - 5.4.1 Name, address, telephone number, etc. of the firm or person submitting the proposal;
 - 5.4.2 Qualifications, certifications, and educational professional resume of all persons that would provide services under any resulting contract;

CCOC Request for Quote (RFQ) Clerks and Staff Revenue Education, Training & Compliance Services

- 5.4.3 A straightforward, concise description of capabilities to satisfy the requirements of the RFQ;
- 5.4.4 References; All Respondents shall include a list of a minimum of three (3) references, for similar services only, who could attest to the Respondent's knowledge, quality of work, timeliness, diligence, and flexibility. Include names, contact persons, and phone numbers of all references.
- 5.4.5 Fee schedule and rates – the cost to CCOC for the services offered; (See Attachment 2) and
- 5.4.6 A written description of any (i) litigation during the past five (5) years involving the Respondent or any person listed in the response relating to professional services, including a summary of the disposition of such matter or matters; and (ii) a list of any grievances filed within the past five (5) years against Respondent or any person listed in the response with any regulatory or judicial body, including a summary of the disposition of such matter or matters.

6.0 EVALUATION METHODOLOGY

The CCOC will evaluate proposals from responsive vendors who have utilized the criteria below in **7.0 Evaluation Criteria**. Evaluations will be conducted by an Evaluation Team. Scoring will be based on a possible 100 points. The CCOC may invite one or more of the most highly qualified Respondents to attend a formal interview.

7.0 EVALUATION CRITERIA

These criteria are to be utilized in the evaluation of the Quotes of those Respondents to be considered. Respondents are required to address each evaluation criteria in the order listed and to be specific in presenting their qualifications.

- 7.1 Flexibility/Understanding of Requirements – The degree to which the Respondent has responded to the purpose and scope of specifications – e.g., services to be provided – flexibility of Respondent to meet the CCOC needs, conformance in all material respects to this RFQ, etc.
- 7.2 Capability – The Respondents that have the capability in all respects to perform fully the contract requirements and the moral and business integrity and reliability that will assure good faith performance as required by these specifications. Also includes

CCOC Request for Quote (RFQ) Clerks and Staff Revenue Education, Training & Compliance Services

Respondent's capability and skill to provide the products or perform the services stated in these specifications.

7.3 Experience – Respondent's experience in providing the services as requested in these specifications.

7.4 Cost – The Cost of the services to the CCOC.

8.0 COMMUNICATION DURING EVALUATION

Under no circumstances shall any Respondent contact in person, by telephone, or otherwise any representative of the CCOC other than as provided above in Section 1.2 in regard to this RFQ. Failure to comply with this provision may result in the disqualification of that entity from this procurement process.

9.0 CONTRACT

9.1 The successful Contractor will be required to enter into a contract with the CCOC. Any contract shall be in accordance with the contract format required by CCOC.

9.2 Contract Term – This contract shall be for a primary term of one (1) year with the option to renew for two (2) additional one (1) year terms, if both parties agree.

9.3 The contract will be monitored for acceptable services rendered throughout the contract period.

9.4 Cancellation of Contract – The CCOC shall have the right to cancel and terminate any contract(s), in part or in whole, for any reason or for no reason, without penalty, upon notice to the Contractor. Contractor shall not be entitled to lost profits or any further compensation not earned prior to the time of cancellation.

Calendar of Events		
Task	Date	Time
CCOC Release of RFQ		5:00 PM (EST)
Letter of Intent to Bid sent electronically		5:00 PM (EST)
Deadline to ask additional questions		5:00 PM (EST)
Addenda Released if necessary to answer questions		5:00 PM (EST)
RFQ Quote Due		5:00 PM (EST)
Possible meetings		TBD
Effective Contract Date		5:00 PM (EST)

CCOC Request for Quote (RFQ) Clerks and Staff Revenue Education, Training & Compliance Services

**ATTACHMENT 1
LETTER OF INTENT TO BID**

Mr. John Dew
Executive Director
Florida Clerk of Court Operations Corporation
2560 Barrington Circle
Tallahassee, FL 32308
jdew@flccoc.org

REFERENCE: RFQ for Clerks and Staff Revenue Education, Training, & Compliance Services

This is to notify you that it is our present intent to (Submit/not submit) a quote in response to the above referenced Request for Quote. The individual to whom information regarding this RFQ should be transmitted is:

Name: _____
Company: _____
Address: _____
City, State & Zip: _____
Phone Number: _____
E-mail Address: _____

☐ I/We concur with the proposed language as presented in the RFQ.

Sincerely,

Name(Signature)

Date

Typed Name & Title of Representative

Typed Name of Company

CCOC Request for Quote (RFQ) Clerks and Staff Revenue Education, Training & Compliance Services

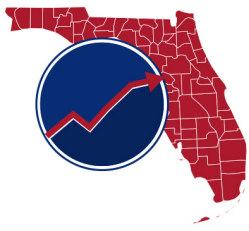
**ATTACHMENT 2
FEE SCHEDULE**

Provide hourly rate for the services outlined in this RFQ for Clerk Revenue Education, Training & Compliance Services

SERVICE/HOURLY RATE

Service Description	Hourly Rate

Total Estimated Costs	\$
-----------------------	----



AGENDA ITEM 4(a)

DATE: February 20, 2019
SUBJECT: CFY 2017-2018 Performance Year in Review
COMMITTEE ACTION: Recommend forwarding to Budget Committee

OVERVIEW:

Section 28.35(1)(d), Florida Statutes, requires the Corporation to develop and certify a uniform system of workload measures and applicable workload standards for court-related functions (Attachment 1). These workload standard measures and performance standards shall be:

- Designed to facilitate an objective determination of the performance of each clerk with minimum standards for fiscal management, operational efficiency, and effective collections (Attachment 2).
- These measures and standards shall be developed in consultation with the Legislature.
- When the Corporation finds a Clerk has not met the performance standards, it shall identify the nature of each deficiency and any corrective action recommended.
- The Corporation shall notify the Legislature of any Clerk not meeting performance standards and provide a copy of any corrective action plans.

A summary of CFY 2017-18 performance measures was compiled for the Committee to review.

- 1) Quarterly Action Plan Submissions by performance measure
- 2) Statewide Timeliness of New Cases Filed by court division
- 3) Statewide Timeliness of Docket Entries by court division
- 4) Statewide Collections by court division
- 5) Statewide Collections by peer group
- 6) Statewide Timeliness of Juror Payments
- 7) Statewide Fiscal Management Reports

2017-18 Highlights

- Most (79%) of the quarterly performance reports were remitted to the CCOC “on-time” – by the 20th.
- 4.9M new cases were filed during the year and 4.7M or 95% of these cases were filed timely.
 - 97% of all civil traffic cases filed were filed timely;
 - 95% of all criminal cases filed were filed timely; and
 - 91% of all civil cases filed were filed timely.
 - However; 36,481 circuit civil cases or 82% were not filed timely thus not attaining the 90% standard.
- 105.7M docket entries were performed during the year and 100M or 95% of these entries were filed timely.
 - 98% of all civil traffic dockets were entered timely;
 - 94% of all criminal dockets were entered timely; and
 - 92% of all civil dockets were entered timely.
- 225,700 checks issued to jurors during the year and over 99% of them were issued timely.
- Most (75%) of the fiscal management reports were remitted to the CCOC “on-time” – by July 20th.

COMMITTEE ACTION: Approve forwarding the “CFY 2017-2018 Performance Year in Review report to the Budget Committee for consideration during the 2019-2020 budget process.

LEAD STAFF: Douglas Isabelle, Deputy Executive Director

ATTACHMENTS:

- 1) Section 28.35, Florida Statutes requirements
- 2) List of current measures and standards

28.35 Florida Clerks of Court Operations Corporation. —

(1)(a) The Florida Clerks of Court Operations Corporation is created as a public corporation organized to perform the functions specified in this section and s. 28.36. All clerks of the circuit court shall be members of the corporation and hold their position and authority in an ex officio capacity. The functions assigned to the corporation shall be performed by an executive council pursuant to the plan of operation approved by the members.

(b)1. The executive council shall be composed of eight clerks of the court elected by the clerks of the courts for a term of 2 years, with two clerks from counties with a population of fewer than 100,000, two clerks from counties with a population of at least 100,000 but fewer than 500,000, two clerks from counties with a population of at least 500,000 but fewer than 1 million, and two clerks from counties with a population of 1 million or more. The executive 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.

2. Members of the executive council of the corporation are subject to ss. 112.313(1)-(8), (10), (12), and (15); 112.3135; and 112.3143(2). For purposes of applying ss. 112.313(1)-(8), (10), (12), and (15); 112.3135; and 112.3143(2) to activities of executive council members, members shall be considered public officers and the corporation shall be considered the members' agency.

(c) The corporation shall be considered a political subdivision of the state and shall be exempt from the corporate income tax. The corporation is not subject to chapter 120.

(d) The functions assigned to the corporation under this section and ss. 28.36 and 28.37 are considered to be for a valid public purpose.

(2) The duties of the corporation shall include the following:

(a) Adopting a plan of operation including a detailed budget for the corporation.

(b) Conducting the election of an executive council as required in paragraph (1)(b).

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

(d) Developing and certifying a uniform system of workload measures and applicable workload standards for court-related functions as developed by the corporation and clerk workload performance in meeting the workload performance standards. These workload measures and workload performance standards shall be designed to facilitate an objective determination of the performance of each clerk in accordance with minimum standards for fiscal management, operational efficiency, and effective collection of fines, fees, service charges, and court costs. The corporation shall develop the workload measures and workload performance standards in consultation with the Legislature. When the corporation finds a clerk has not met the workload

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 shall notify the Legislature of any clerk not meeting workload performance standards and provide a copy of any corrective action plans. As used in this subsection, the term:

1. “Workload measures” means the measurement of the activities and frequency of the work required for the clerk to adequately perform the court-related duties of the office as defined by the membership of the Florida Clerks of Court Operations Corporation.

2. “Workload performance standards” means the standards developed to measure the timeliness and effectiveness of the activities that are accomplished by the clerk in the performance of the court-related duties of the office as defined by the membership of the Florida Clerks of Court Operations Corporation.

(e) Entering into a contract with the Department of Financial Services for the department to audit the court-related expenditures of individual clerks pursuant to s. 17.03.

(f) Approving the proposed budgets submitted by clerks of the court pursuant to s. 28.36. The corporation must ensure that the total combined budgets of the clerks of the court do not exceed the total estimated revenues available for court-related expenditures as determined by the most recent Revenue Estimating Conference. The corporation may amend any individual clerk of the court budget to ensure compliance with this paragraph and must consider performance measures, workload performance standards, workload measures, and expense data before modifying the budget. As part of this process, the corporation shall:

1. Calculate the minimum amount of revenue necessary for each clerk of the court to efficiently perform the list of court-related functions specified in paragraph (3)(a). The corporation shall apply the workload measures appropriate for determining the individual level of review required to fund the clerk’s budget.

2. Prepare a cost comparison of similarly situated clerks of the court, based on county population and numbers of filings, using the standard list of court-related functions specified in paragraph (3)(a).

3. Conduct an annual base budget review and an annual budget exercise examining the total budget of each clerk of the court. The review shall examine revenues from all sources, expenses of court-related functions, and expenses of noncourt-related functions as necessary to determine that court-related revenues are not being used for noncourt-related purposes. The review and exercise shall identify potential targeted budget reductions in the percentage amount provided in Schedule VIII-B of the state’s previous year’s legislative budget instructions, as referenced in s. 216.023(3), or an equivalent schedule or instruction as may be adopted by the Legislature.

4. Identify those proposed budgets containing funding for items not included on the standard list of court-related functions specified in paragraph (3)(a).

5. Identify those clerks projected to have court-related revenues insufficient to fund their anticipated court-related expenditures.

6. Use revenue estimates based on the official estimate for funds accruing to the clerks of the court made by the Revenue Estimating Conference. The total combined budgets of the clerks of the court may not exceed the revenue estimates established by the most recent Revenue Estimating Conference.

7. Identify pay and benefit increases in any proposed clerk budget, including, but not limited to, cost of living increases, merit increases, and bonuses.

8. Identify increases in anticipated expenditures in any clerk budget that exceeds the current year budget by more than 3 percent.

9. Identify the budget of any clerk which exceeds the average budget of similarly situated clerks by more than 10 percent.

(g) Developing and conducting clerk education programs.

(h) Preparing and submitting a report to the Governor, the President of the Senate, the Speaker of the House of Representatives, and the chairs of the legislative appropriations committees by January 1 of each year on the operations and activities of the corporation and detailing the budget development for the clerks of the court and the end-of-year reconciliation of actual expenditures versus projected expenditures for each clerk of court.

(3)(a) The list of court-related functions that clerks may fund from filing fees, service charges, costs, and fines is limited to those functions expressly authorized by law or court rule. Those functions include the following: case maintenance; records management; court preparation and attendance; processing the assignment, reopening, and reassignment of cases; processing of appeals; collection and distribution of fines, fees, service charges, and court costs; processing of bond forfeiture payments; data collection and reporting; determinations of indigent status; and paying reasonable administrative support costs to enable the clerk of the court to carry out these court-related functions.

(b) The list of court-related functions that clerks may not fund from filing fees, service charges, costs, and fines include:

1. Those functions not specified within paragraph (a).
2. Functions assigned by administrative orders which are not required for the clerk to perform the functions in paragraph (a).
3. Enhanced levels of service which are not required for the clerk to perform the functions in paragraph (a).
4. Functions identified as local requirements in law or local optional programs.

(4) The corporation shall be funded pursuant to a contract with the Chief Financial Officer. Funds shall be provided to the Chief Financial Officer for such purpose as appropriated by general

law. Such funds shall be available to the corporation for the performance of the duties and responsibilities set forth in this section. The corporation shall participate in the Florida Retirement System for its eligible employees as provided in chapter 121. The corporation may hire staff and pay other expenses from such funds as necessary to perform the official duties and responsibilities of the corporation as described in this section.

(5) Certified public accountants conducting audits of counties pursuant to s. 218.39 shall report, as part of the audit, whether the clerks of the courts have complied with the requirements of this section and s. 28.36. In addition, each clerk of court shall forward a copy of the financial audit to the Florida Clerks of Court Operations Corporation. The Auditor General shall develop a compliance supplement for the audit of compliance with the budgets and applicable workload performance standards certified by the corporation.

History.—s. 36, ch. 2003-402; s. 23, ch. 2004-265; s. 2, ch. 2005-2; s. 2, ch. 2006-312; s. 9, ch. 2008-111; s. 3, ch. 2009-204; s. 3, ch. 2011-52; s. 6, ch. 2013-44; s. 1, ch. 2014-183; s. 3, ch. 2017-126.

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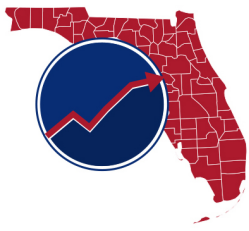


List of Performance Measures Reports and Standards

Collections and Timeliness Performance Measure

Court Division	Performance Standard Annual Collection Rate	Timeliness for Filing New Cases	Timeliness for Docketing Cases
Circuit Criminal	9%	80%-2 bus. days	80%-3 bus. days
County Criminal	40%	80%-3 bus. days	80%-3 bus. days
Juvenile Delinquency	9%	80%-2 bus. days	80%-3 bus. days
Criminal Traffic	40%	80%-3 bus. days	80%-3 bus. days
Circuit Civil	90%	80%-2 bus. days	80%-3 bus. days
County Civil	90%	80%-2 bus. days	80%-3 bus. days
Circuit Probate	90%	80%-2 bus. days	80%-3 bus. days
Family	75%	80%-3 bus. days	80%-3 bus. days
Civil Traffic	90%	80%-4 bus. days	80%-4 bus. days
Juvenile Dependency	n/a	80%-2 bus. days	80%-3 bus. days

- *Jury Payment Performance Measure*—100% within 20 days of completing service
- *Fiscal Management Performance Measure* --- 13 fiscal reports submitted



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AGENDA ITEM 4(b)

DATE: February 20, 2019
SUBJECT: CFY 2018-19 Issues and Future Plans
COMMITTEE ACTION: Review and Discuss Possible Changes to Performance Measures, Standards, and Reporting

OVERVIEW:

Using the CFY 2017-18 performance information presented under agenda item 4(a) the following **THREE** issues need to be discussed and provide direction.

ISSUE 1: REPORTING OF PERFORMANCE DATA

First, statutes do not require a specific time-period for Clerks to provide an action plan to the CCOC for not meeting standards. Statutes only states that “when” the CCOC finds a Clerk’s office has not met the performance standards a corrective action is required. The CCOC Executive Council established the 20th of the end of each quarter to report.

Most (79%) Clerks provided their action plan to the CCOC by the 20th during CFY 2017-18. This is an improvement from prior years which was due to changes with the various performance reporting forms; however, there are some offices which took longer to report in which case CCOC staff routinely followed-up with reminders. The average time for those that were late was almost 3 weeks. One report was 30 days late. There are various reasons for not remitting timely.

The work group discussed the pros and cons of options possibly eliminating the quarterly reports to the CCOC and instead reporting annually.

- Option: Eliminate quarterly performance reporting from the Clerks to the CCOC, however; maintain data locally and report performance annually.
- Option: Reporting collections performance quarterly but timeliness annually.

The work group staff said that they believed quarterly reporting was not a problem for them since these reports have become routine; however, this may not be the case in all offices, especially with staff turnover. Should quarterly reports be maintained? Are there other options to consider?

COMMITTEE ACTION: Provide direction regarding quarterly reporting by Clerks.

Second, statutes require the CCOC to “notify” the Legislature of any Clerk not meeting performance standards and provide a copy of corrective action plan. The statutes currently do not prescribe a format.

Proposed Bill—SPB 7014

The Committee on Governmental Oversight and Accountability proposed bill 7014 will require the CCOC to report to the Legislature those Clerks needing corrective action plans no later than 45 days after the end of the preceding quarterly period (March, June, September, and December). For example, Quarter 1 ending December 31, action plan reports would be due by February 14th (**Attachment 1**). Similar bills were filed in previous years.

It takes CCOC staff on average about a week to compile the data and draft the Quarterly Performance Measure & Action Plans Report, sometimes longer with other office priorities, if there are complications with incomplete information or late reporting resulting in additional follow-up time. Generally, the Quarterly Performance Measure & Action Plans Report are reviewed by the PIE Committee and then approved by the Executive Council at their next scheduled meeting.

CCOC will comply if the bill passes, however, meeting the 45-day deadline will be a challenge.

Quarter 1 2018-19 (Oct-Dec)	# of Counties that reported to CCOC “on-time”	1-4 days late	5-12 days late	No Report as of February 8
Collections	56	4	0	7
Outputs/Timeliness	54	6	2	5
Juror Payment	49	6	2	10

COMMITTEE ACTION: Provide CCOC staff with direction regarding the following:

- Consider allowing the PIE Committee Chair to transmit action plans to the Legislature.
- Report performance of only collections quarterly. Report all other measures annually.

ISSUE 2: AMENDING SOME OF THE CURRENT PERFORMANCE STANDARDS

First, statutes require a minimum of 3 performance measures for the Clerks: fiscal management, efficiency and collections. Not much has changed to the Clerk’s performance measures since 2004. Payment of jurors timely was added in 2005-06 and dependency collection measures were eliminated in 2008 by recommendations from OPPAGA.

Over the last 15 years the Clerks court-related processes have changed with such things as the filing cases via e-portal and redaction of sensitive case data, as public expectation it that documents be available instantly.

AGENDA ITEM 4(b) – ISSUES AND FUTURE

A work group of six Clerk offices documented the actual number of days it took to file a case and to docket a case during CFY 2016-17 for each of the 10 court divisions. The summary results are attached in **Attachment 2**. The issue that was being investigated is that the current timeliness performance standards for filing and docketing a case is not informative to show performance is slipping due to budget cuts.

The work group suggested amending the timeliness standards across-the-board for all court divisions by increasing the “%” of cases required to be filed timely from 80% to 90% and reducing the number of business days by 1.

If the timeliness standards were increased to 90% and business days were reduced by ONE day would likely result in several Clerk offices that would require an action plan especially for filing cases timely. Amending the docketing standards appears to be less challenging.

More corrective action plans would tell the story about the challenges Clerks offices are experiencing because of budget cuts.

COMMITTEE ACTION: Provide direction on the following:

- Maintain the current timeliness standards for filing and docketing cases;
- Amend the standards as suggested by the workgroup;
- Amend selected standards; or
- Other

Second, there are currently NINE collection standards. Most of these standards were created based on collection data that was compiled in early 2000. Below is the standard and the statewide results by court division for CFY 2017-18.

Court Division	Current Standard	Annual Performance	Staff Recommendation
Circuit Criminal	9%	9.31%	No change
County Criminal	40%	39.89%	No change
Delinquency	9%	14.82%	No change
Criminal Traffic	40%	61.71%	Consider changing
Circuit Civil	90%	99.28%	Consider changing
County Civil	90%	99.72%	Consider changing
Probate	90%	99.35%	Consider changing
Civil Traffic	90%	84.17%	No change

To assist the Committee the CCOC staff have compiled county specific data.

COMMITTEE ACTION: Provide direction on the following:

- Maintain the current collection standards for all court divisions;
- Amend the standards for some of the court divisions; or
- Other

Third, there are 13 standards that constitute “fiscal management.” This report is essentially a checklist of required reports and audits that were compiled and submitted by the Clerk for the prior year. The fiscal management report is due annually and submitted to the CCOC by July 20th each year (**Attachment 3**)

COMMITTEE ACTION: Provide direction on the following:

- Maintain the current 13 standards;
- Amend (add and/or delete) the standards;
- Change the due date; or
- Other

Fourth, statutes require the certified public accounts conducting audits of counties pursuant to s. 218.39 to report whether the clerks have complied with requirements of s. 28.36. In addition, each clerk shall forward a copy of the financial audit to the CCOC. The Auditor General shall develop a compliance supplement for the audit of compliance with the budgets and applicable workload performance standards. The copy of the audits is due to the CCOC annually by July 20th. The 2016-17 audits for most counties have been received however, CCOC was made aware that one audit firm had some issues completing the audits which impacted several counties remitting their audits as required.

COMMITTEE ACTION: Information only.

ISSUE 3: DATA QUALITY

CCOC continues to work with Clerk offices specifically to report accurate collections performance data. The CCOC created business rules for completing the report form; however, due to various factors including staff turnover and software changes often the data is not reported correctly and/or explained.

Specific examples include:

- Not adequately describing reasons for assessment changes.
- Not using the drop-down menu for reason code.
- Not adequately explaining the corrective actions.
- Not completing the drug trafficking tab correctly.

CCOC staff will continue to provide education and training. Training is currently scheduled at the Winter Conference in late February and New Clerk Academy in April.

CCOC staff do not make changes to documents submitted by Clerks. Returning collection performance reports to Clerk offices will add staff time.

COMMITTEE ACTION: Provide direction to CCOC staff in those situations when the data is incomplete.

ISSUE 4: QUARTERLY MEASURES AND ACTION PLAN REPORT FORMAT

The current quarterly report format includes verbal, graphics (e.g. pie charts and tables), and explanations for corrective action plans. CCOC staff will provide members with report example.

CCOC staff believe that the current report format be eliminated and replaced with an “appendix-like” report listing of the counties with corrective action plans, reasons for actions, and plans for correction. This report would be electronically conveyed to the Legislature with a cover letter from CCOC leadership and place a copy of the action plans on the CCOC website. Any additional information could be provided upon request.

COMMITTEE ACTION: Provide CCOC staff with direction regarding the quarterly measures and action plan report format.

LEAD STAFF: Douglas Isabelle, Deputy Executive Director

ATTACHMENTS:

- 1) Excerpt SPB 7014
- 2) Summary Pilot Counties Timeliness Test Results
- 3) Summary Statewide Fiscal Management Standards

Excerpt

Florida Senate - 2019 (PROPOSED BILL) SPB 7014 FOR CONSIDERATION by
the Committee on Governmental Oversight and Accountability

Section 4

28.35 Florida Clerks of Court Operations Corporation. — 305

(2) The duties of the corporation shall include the following:

Lines 307-328

(d) Developing and certifying a uniform system of workload measures and applicable workload standards for court-related functions as developed by the corporation and clerk workload performance in meeting the workload performance standards. These workload measures and workload performance standards shall be designed to facilitate an objective determination of the performance of each clerk in accordance with minimum standards for fiscal management, operational efficiency, and effective collection of fines, fees, service charges, and court costs. The corporation shall develop the workload measures and workload performance standards in consultation with the Legislature.

When the corporation finds a clerk has not met the workload 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. **For quarterly periods ending on the last day of March, June, September, and December of each year, the corporation shall notify the Legislature of any clerk not meeting workload performance standards and provide a copy of any corrective action plans. Such notifications must be submitted no later than 45 days after the end of the preceding quarterly period.**

Timeliness 6 Pilot Counties
New Cases

Filing Cases	Court Division	Timely Performance Measure Standard	2016-2017 New Cases Filed	Days to Process							Actual within 1 business day	Workgroup Recommendation	# counties attain recommended standard
				Same Day	1	2	3	4	5	6	7+		
	Circuit Civil	80% within 2 business days	21,087	33%	49%	14%	3%	1%	0%	0%	0%	90% within 1 business day	4 of 6
	County Civil	80% within 2 business days	43,456	49%	36%	10%	3%	1%	0%	0%	0%	90% within 1 business day	4 of 6
	Family	80% within 3 business days	38,152	77%	16%	5%	1%	0%	0%	0%	0%	90% within 2 business days	6 of 6
	Probate	80% within 2 business days	30,623	57%	28%	7%	3%	2%	1%	0%	2%	90% within 1 business day	4 of 6
	Dependency	80% within 2 business days	2,644	82%	15%	2%	0%	0%	0%	0%	0%	90% within 1 business day	6 of 6
	Circuit Criminal	80% within 2 business days	49,544	88%	7%	4%	1%	0%	0%	0%	0%	90% within 1 business day	4 of 6
	County Criminal	80% within 3 business days	57,911	55%	19%	15%	8%	2%	0%	0%	1%	90% within 2 business days	4 of 6
	Criminal Traffic	80% within 3 business days	44,468	39%	36%	14%	7%	2%	1%	0%	0%	90% within 2 business days	3 of 6
	Delinquency	80% within 2 business days	10,295	70%	21%	6%	1%	1%	0%	0%	0%	90% within 1 business day	4 of 6
	Civil Traffic	80% within 4 business days	290,082	48%	26%	12%	8%	4%	1%	0%	1%	90% within 3 business days	4 of 6

Note:

1. Percentage may not equal 100% due to rounding.



Timeliness 6 Pilot Counties
Docket Entries

Docket Cases	Timely Performance Measure	2016-2017	Days to Process							Actual within 2 business days	Workgroup Recommendation	# counties attain recommended standard
			Same Day	1	2	3	4	5	6	7+		
Circuit Civil	80% within 3 business days	1,104,426	46%	35%	12%	4%	2%	0%	0%	0%	90% within 2 business days	5 of 6
County Civil	80% within 3 business days	730,705	48%	33%	12%	4%	1%	0%	0%	0%	90% within 2 business days	5 of 6
Family	80% within 3 business days	1,124,050	51%	27%	11%	6%	2%	1%	0%	1%	90% within 2 business days	5 of 6
Probate	80% within 3 business days	528,797	41%	28%	16%	8%	4%	1%	0%	1%	90% within 2 business days	3 of 6
Dependency	80% within 3 business days	286,358	66%	24%	7%	2%	0%	0%	0%	0%	90% within 2 business days	5 of 6
Circuit Criminal	80% within 3 business days	2,155,488	65%	19%	9%	4%	2%	1%	0%	1%	90% within 2 business days	3 of 6
County Criminal	80% within 3 business days	1,101,928	65%	16%	10%	5%	2%	1%	0%	1%	90% within 2 business days	4 of 6
Criminal Traffic	80% within 3 business days	942,112	71%	14%	8%	4%	1%	1%	0%	1%	90% within 2 business days	3 of 6
Delinquency	80% within 3 business days	454,331	57%	29%	9%	3%	1%	0%	0%	1%	90% within 2 business days	3 of 6
Civil Traffic	80% within 4 business days	1,769,548	81%	9%	4%	3%	1%	1%	0%	1%	90% within 3 business days	5 of 6

Note:

1. Percentage may not equal 100% due to rounding.



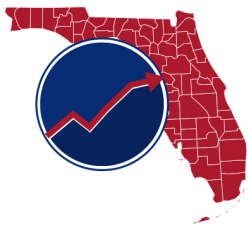
CFY 2017-18 Timeliness Performance Compared to CFY 2016-17

Fiscal Management Measures and Standards					YES	NO	N/A
Standard 1	A routine annual financial audit in accordance with s. 11.45 and s. 218.39, F.S. will or has been done by an independent auditor for the prior fiscal year (CFY 2016-2017).				64	0	2
Standard 2	There is a plan to correct any major audit findings, if applicable, in accordance with s. 218.39(6), F.S. for the prior fiscal year's audit findings (CFY 2016-2017).				37	0	29
Standard 3	The Clerk's accounting system meets all the requirements of Generally Accepted Accounting Principles (GAAP) and the Uniform Accounting System (UAS) in accordance with s. 218.33 F.S., as mandated by the Florida Department of Financial Services (DFS) for the prior fiscal year (CFY 2016-2017).				66	0	0
Standard 4	There is a method in place to produce a revenue assessment & collections report required by s. 28.246, F.S. for the prior fiscal year (CFY 2016-2017).				66	0	0
Standard 5	Clerks/Counties have an accounting system that provides monthly and year-to-date expenditures by criminal and civil courts and budget categories for the prior fiscal year (CFY 2016-2017).				65	1	0
Standard 6	Clerks/Counties have a system that produces Florida Clerks of Court Operations Corporation (CCOC) required data and information in support of budget submission requirements as established by the CCOC, including accounting data breakdowns (expenditures and revenues) by budget categories/UAS codes; an expenditure and revenue projection system/methodology; an FTE count and distribution methodology for calculating administrative/Article V costs; a performance measurement collection and analysis system and a unit costing capacity (divide output measurements into expenditures) for the prior fiscal year (CFY 2016-2017).				66	0	0
Standard 7	Required monthly expenditure and collection (EC) reports to the Florida Clerks of Court Operations Corporation (CCOC) were produced timely and according to instructions for the prior Fiscal Year (CFY 2016-2017).				65	1	0
Standard 8	The Article V budget submission to the Florida Clerks of Court Operations Corporation (CCOC) was complete and submitted according to instructions for the Fiscal Year (CFY 2016-2017).				65	0	1
Standard 9	A copy of the portion of the annual financial audit relating to the court-related duties of the Clerks of Court was forwarded to the Florida Clerks of the Court Operations Corporation (CCOC) as required by s. 28.35(5), F.S. for the prior fiscal year (CFY 2016-2017).				61	3	2
Standard 10	Required quarterly s. 318.18(13), F.S. (Assessment of Additional Court Costs) reports were submitted to the Florida Clerks of Court Operations Corporation (CCOC). Each report being submitted no later than 30 days after the end of the quarter as required by s. 318.18(13)(b), F.S. for the prior fiscal year (CFY 2016-2017).				65	1	0
Standard 11	A Required annually (if applicable) pursuant to s. 28.37(3), F.S., excess funds were transferred to the the Florida Clerks of Court Operations Corporation (CCOC) Trust Fund by the required deadline of January 25 for the prior fiscal year (CFY 2016-2017). [If "Yes", please clarify result in Standard #11b. If "No", please reply to Standard #11b as "NA"]				49	8	8
Standard 12	B The Clerk had excess funds to transfer following the prior fiscal year (CFY 2016-2017), and these funds were transferred to the Florida Clerks of Court Operations Corporation (CCOC) Trust Fund by the January 25, 2018 deadline. A copy of the Annual Collection Agent Report was forwarded to the Florida Clerks of Court Operations Corporation (CCOC) by December 15, 2017, for the prior fiscal year (CFY 2016-17).				47	5	14
					61	3	1

NOTE:

1. Fiscal Management Report is provided by July 20, 2018 for CFY 2016-17 compliance.





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AGENDA ITEM 4(c)

DATE: February 20, 2019
SUBJECT: Potential Additional and/or New Measures
COMMITTEE ACTION: For discussion and direction

OVERVIEW:

Statutes define workload measures and performance standards as follows:

- Workload measures means the measurement of the activities and frequency of the work required for the Clerk to adequately perform the court-related duties of the office.
- Workload performance standards means the standards developed to measure the timeliness and effectiveness of the activities that are accomplished by the Clerk in the performance of the court-related duties of the office.

Statutes require the membership of the corporation to define workload measures and performance standards. Statutes also requires the corporation to develop the workload measures and performance standards in consultation with the Legislature.

It is important that the Clerk's court-related workload measures are relevant, collectible, and auditable to explain to the public how well the Clerks are providing these services as outlined in S. 28.35 (3)(a), F.S.

The Clerks grouped their statutory functions and duties into NINE court-related services as displayed in the Clerks' Court Services Framework. Further details will be explained under agenda item 5.

AGENDA ITEM 4(c) – POTENTIAL ADDITIONAL AND/OR NEW MEASURES

The nine court-related services are listed in the table below with status of corresponding workload measures and performance standards.

Court-Related Services	Workload Measure	Standards
Case Processing	# of new cases filed; # of docket entries; # of reopen cases; # NOA's	Timeline for new cases filed and docket entries ONLY
Revenue Collections and distribution	Assessments and collections	Collection rates for 9 court divisions
Financial processing	# of financial receipts	NONE
Requests for Records and Reports	None	NONE
Ministerial Pro Se Assistance	None	NONE
Technology Services for External Users	None	NONE
Standard Reporting	List of Standard Reports	NONE
Jury Management	# of payments issued	Timeliness of payment issued
Administration	Not Required	N/A

Over the last year a work group of Clerk staff have been in the process of identifying relevant workload measures that better tells the “Clerk’s Story” and determining whether the data can be easily collectible and auditable.

- An inventory of potential workload measures was created (**Attachment 1**).
- At least one workload measure and outcomes for each of the applicable services (**Attachment 2**).

COMMITTEE ACTION: Provide direction on the following:

- 1) Should there be any new measures until funding model is fixed?
- 2) When and how should performance measures be coordinated with Legislative staff?
- 3) Which of the court-services should be prioritized?
- 4) Which of the workload measures should be developed?
- 5) Other considerations?

LEAD STAFF: Douglas Isabelle, Deputy Executive Director

ATTACHMENTS:

- 1) Suggested Performance Measures
- 2) Performance Measure Workgroup – Summary (November 2017 meeting)
- 3) Performance Measure Workgroup – Draft Measures and Potential Outcomes



SUGGESTED PERFORMANCE MEASURES

FEBRUARY 2019

Performance Measurement (i.e. what should we measure to establish a metric to gauge performance and efficiency?)	How Would We Measure It?	Service Area (Select from Drop Down)	Type of Metric (Select from Drop Down)	Additional Comments
1 DL Suspensions based on court type	# of DL Suspensions	Case Processing	Quantitative	It is recommended that these additional items be measured as it appears each can be readily captured with minimal costs and level of effort to implement.
2 Appeals	Amount of time spent preparing records	Case Processing	Quantitative	While county to circuit appeals (AP) cases are counted, and while we also count county/circuit appeals to FSC/DCA (APS) for workload purposes, these numbers don't account for the hours spent preparing brief appellate records.
3 Capiases Issued	# of Capiases Issued	Case Processing	Quantitative	It is recommended that these additional items be measured as it appears each can be readily captured with minimal costs and level of effort to implement.
4 Capiases Recalled	# of Capiases Recalled	Case Processing	Quantitative	It is recommended that these additional items be measured as it appears each can be readily captured with minimal costs and level of effort to implement.
5 Civil collections	Number of late notices/referrals to collection firms/agencies	Case Processing	Quantitative	Clerk staff has to prepare cases to be sent to collections (letter, set up payment plans); IT shops develop automated processes for this to happen, etc.
6 Court Attendance	Number of civil and criminal events and trials (jury v. non-jury) attended	Case Processing	Quantitative	Particularly in the criminal and DR arenas, clerk spend a lot of time in court.
7 Criminal collections	Number of payment plans created; number of late notices; sending cases to collection firms/agencies (referral & recall processes); number of conversions to community service	Case Processing	Quantitative	While Clerks report on amounts collected, we don't capture the significant amount of time staff has to spend on these cases, particularly monitoring, tracking and notifying.
8 Criminal documents	Number of capias issued; number of incompetency (adult and juvenile) packets completed; number of DOC packets completed; number of sealings/expunctions	Case Processing	Quantitative	The processing of these documents is pretty time intensive.
9 Hearings Attended	# of hearings attended by clerk personnel	Case Processing	Quantitative	It is recommended that these additional items be measured as it appears each can be readily captured with minimal costs and level of effort to implement.
10 Judicial Sales scheduled	# of Judicial Sale Scheduled	Case Processing	Quantitative	It is recommended that these additional items be measured as it appears each can be readily captured with minimal costs and level of effort to implement.
11 Juvenile Incompetent Processing	# of Juvenile Incompetencies Processed	Case Processing	Quantitative	It is recommended that these additional items be measured as it appears each can be readily captured with minimal costs and level of effort to implement.
12 MECOM Entries	# of entries to MECOM database	Case Processing	Quantitative	It is recommended that these additional items be measured as it appears each can be readily captured with minimal costs and level of effort to implement.
duplicate current MECOM entries	Number of MECOM entries on FDLE website	Case Processing	Quantitative	The research to enter all required data is pretty time intensive.
13 Number of court events	Case Count and timeliness	Case Processing	Both Quantitative & Qualitative	
current Number of docket entries	Number of court events	Case Processing	Quantitative	
14 Number of Probate and Guardianship Accountings and Inventories	Number of docket entries and timeliness	Case Processing	Both Quantitative & Qualitative	
? Pro Se Help	Number of Audits and timeliness	Case Processing	Both Quantitative & Qualitative	Assisting pro se filers with questions may take an inordinate amount of time. The total amount of cases may be counted on the Outputs Report, but the Outputs Report does not capture the difference between processing a filing from the e-portal vs. assisting a pro se individual with paper filings
? Quality of TCATS and OBTS Data Submission	Count and weigh pro se cases heavier.	Case Processing	Both Quantitative & Qualitative	This can be measured as a report or the story can be told of how important it is for the Clerk of Court to timely and accurately report criminal justice information. If a COC can't timely and accurately submit OBTS or TCATS data then criminal justice agencies will not have the information they need to safely and effectively perform their duties.
15 Redactions	Consider the quality of data by analyzing the amount of TCATS and OBTS errors relative to UTC and case counts.	Case Processing	Qualitative	
current Revise the Standard for Filings	# of documents / pages redacted	Case Processing	Quantitative	It is recommended that these additional items be measured as it appears each can be readily captured with minimal costs and level of effort to implement.
current Timeliness - Opening Case and Eventing	Measurement would remain the same; however the requirement of E-Filing cases are being processed quicker.	Case Processing	Quantitative	Recommendation to change "increase" new case standards to 85% from the current level of 80%.
16 TR suspensions	Already on CCOC report	Case Processing	Both Quantitative & Qualitative	Revise measures to reflect electronic filings - increase to at least 90-95%
	Number of TR suspensions	Case Processing	Quantitative	Measure to show efforts taken in collecting monies owed.



	Performance Measurement (i.e. what should we measure to establish a metric to gauge performance and efficiency?)	How Would We Measure It?	Service Area (Select from Drop Down)	Type of Metric (Select from Drop Down)	Additional Comments
current subcase monthly report	% collected vs assessments; % increase over prior years	A&C Report	Revenue Collections & Distribution	Both Quantitative & Qualitative	
	Break-out all 5 types of domestic violence cases from other DR cases - no fees for DV cases	Number of cases	Revenue Collections & Distribution	Quantitative	For example, for 2016, Leon had 906 domestic violence injunction cases; 128 dating; 109 repeat, 478 stalking, and 32 sexual, for a total of 1,653. Assuming a filing fee of \$300, that's close to \$500K in "lost" revenue. And this does not account for the time spent with the petitioners, getting paperwork to the sheriff, etc.
	Break-out non-fee MH cases	Number of cases	Revenue Collections & Distribution	Quantitative	For example, for 2016, Leon had 1,329 MH cases for which there was no filing fee. Assuming a \$300 filing fee, that's about \$400K in "lost" revenue.
	Break-out other non-fee DR cases	Number of cases	Revenue Collections & Distribution	Quantitative	TPR, paternity, IV-D enforcement/paternity/support/UIFSA = total of 280 for Leon in 2016. Again, assuming a \$300 filing fee, that's \$84K.
1	Collection Levels	Measurement would remain the same; however with the many changes in payment plans this should be reviewed.	Revenue Collections & Distribution	Both Quantitative & Qualitative	
current	Collection Rates	Already on CCOC report	Revenue Collections & Distribution	Quantitative	Move Civil case types up to 95%; move county criminal to 35% and civil traffic to 85%; eliminate juvenile delinquency since dollars are immaterial and diversion programs are extensively used
temporary/eliminated	Contraband Forfeitures	Already on CCOC report	Revenue Collections & Distribution	Quantitative	eliminate this report - it contains immaterial dollars and provides no benefit
	minimum collection standards/processes	formalized CCOC report-annual	Revenue Collections & Distribution	Qualitative	require annual report noting compliance with minimum statutory collection standards and practices
2					



Performance Measurement (i.e. what should we measure to establish a metric to gauge performance and efficiency?)	How Would We Measure It?	Service Area (Select from Drop Down)	Type of Metric (Select from Drop Down)	Additional Comments
1 Registry Account Activity	# of Registry Deposits received and number of disbursements paid.	Financial Processing	Quantitative	
2 Bond Activity	# of Bonds deposited with Clerk and number of Bonds forfeited.	Financial Processing	Quantitative	
current Cashiering/receipting	Number of receipts for each case types, particularly criminal, TR and child support	Financial Processing	Quantitative	Clerks spend a lot of time processing payments on cases, setting up payment plans, clearing licenses, etc. Even Clerks with full DOR contracts accept child support payments, which means logging on into a separate application to generate a receipt.
current Fiscal Management - various requirements for proper accounting processes	Already on CCOC report	Financial Processing	Both Quantitative & Qualitative	current questions on fiscal management report satisfy this requirement; consider adding whether annual abandoned property filings were submitted timely
3 Juvenile restitution	Number of payments processed	Financial Processing	Quantitative	Clerks are mandated to collect and disburse juvenile restitution, but not adult restitution (only if ordered). Tracking and disbursing is pretty time intensive.
4 Number of Refunds, Overpayments or Restitution Payments	# of checks/remittances	Financial Processing	Quantitative	
5 Timeliness and accuracy of payments	Timeliness report	Financial Processing	Qualitative	
? Timeliness of Refund, Overpayments or Restitution Payments	Daily distribution reports	Financial Processing	Both Quantitative & Qualitative	
? Timeliness of Refund, Overpayments or Restitution Payments	Days between date money owed and check mailed.	Financial Processing	Qualitative	
? Timeliness of remittances to State of Florida, County, Municipalities and other agencies.	Days between date money owed and remittance.	Financial Processing	Qualitative	
6 Unclaimed Funds Activity	Initial # of unclaimed accounts, # of claims for unclaimed money, # of unclaimed accounts remitted to Chief Financial Officer.	Financial Processing	Quantitative	



Performance Measurement (i.e. what should we measure to establish a metric to gauge performance and efficiency?)	How Would We Measure It?	Service Area (Select from Drop Down)	Type of Metric (Select from Drop Down)	Additional Comments
1 Civil and criminal VOR requests received	Number of such requests	Request for Records & Reports	Quantitative	Shows impact on Clerk staff to pull, scan, redact and provide records to customers. Could break out redaction from this item, since all Clerks have not back scanned and redacted everything and thus have to do so upon request.
2 Number of records requested	Monthly count	Request for Records & Reports	Quantitative	Even if a court type is paperless, some judges still requires paper files and "loose papers" (not filed in a court file), opting instead to use paper instead of their judicial viewer. This might be a valuable measure of continued paper impact/staffing time spent on paper.
3 Paper file and "loose paper" pulls	Number of paper court files and "loose papers" associated with those files pulled for judiciary	Request for Records & Reports	Quantitative	Only attorneys are mandated to efile, but some continue to file paper. Agencies and pro se litigants are not required to efile, and thus Clerks having to deal with paper is still a large workload impact.
4 Paper filings	Number of paper filings submitted by anyone - broken out between agencies, pro se, and attorneys	Request for Records & Reports	Quantitative	
5 Percentage accuracy of VOR	# of Complaints received vs number of requests completed	Request for Records & Reports	Qualitative	
6 Public Served - VOR	Number of VOR new users by type of user	Request for Records & Reports	Quantitative	Type of user impacts quantity of requests
7 Records Request Activity - VOR	Number of Documents or Pages requested	Request for Records & Reports	Quantitative	Case type plays into time it takes to complete a redaction request. Currently, Clay does not track number of pages.
8 Records Request Activity - VOR	VOR requests submitted vs approved	Request for Records & Reports	Quantitative	
9 Registered users of clerk sites for online records	Number of registered users	Request for Records & Reports	Quantitative	Shows impact on Clerk IT shops, Clerk vendors.
duplicate Same as above but for Counter, email and telephone requests.		Request for Records & Reports	Both Quantitative & Qualitative	Per Justin 80% of our Record requests are VOR.
10 Timeliness of Record Requests-VOR	# Days between when a request is received and when it is completed.	Request for Records & Reports	Qualitative	Will vary depending on method of providing documents. FTCT is interested in timeliness.
11 VOR documents/pages provided	Number of such documents/pages	Request for Records & Reports	Quantitative	Shows impact on Clerk IT shops, Clerk vendors.



Performance Measurement (i.e. what should we measure to establish a metric to gauge performance and efficiency?)	How Would We Measure It?	Service Area (Select from Drop Down)	Type of Metric (Select from Drop Down)	Additional Comments
1 Helping Customers on the Phone and at the Counter	Calculate the amount of time spent assisting customers.	Provide Ministerial Assistance	Both Quantitative & Qualitative	Some counties with electronic check-in and check-out may be able to provide data concerning the time spent providing assistance to customers. This can be used to quantify the amount of time Clerks spend providing assistance to the public. Spending the additional time needed to answer a citizen's question can be a measure of both quantity and quality.
2 Civil and criminal customer assistance	Number of customers served at a counter or in a help center	Provide Ministerial Assistance	Quantitative	Not just pro se litigants, but also attorneys, agencies, etc. Capturing encounters, and differentiating between quick v. involved assistance and civil v. criminal, would be good measures.
3 Ministerial Functions of the Clerk	Review the number of Domestic Violence Petitions, Indigent Applications, Pro Se Small Claims, Customer Service Center (Handling Phone Calls from citizens)	Provide Ministerial Assistance	Quantitative	
4 Number of customers assisted	Phone reports/CIMS	Provide Ministerial Assistance	Quantitative	
5 Phone centers/calls	Number/type of calls	Provide Ministerial Assistance	Quantitative	Not just from pro se litigants, but also MANY calls from attorneys, agencies, etc. Capturing calls made, even going further to differentiate between substantive vs. quick help, would be good measures.
6 Pro Se Staff needs	# and Type of cases requesting Pro Se assistance.	Provide Ministerial Assistance	Quantitative	
7 Timeliness of Pro Se Assistance	Wait time between when a request for Pro Se Assistance is received and when they are helped.	Provide Ministerial Assistance	Qualitative	Deadlines could be missed due to staff with the skill set need being in Court. People could have to leave a message and it take 48 hour to return calls. Harm could come to the public. Injunctions could not be granted. Mental Health cases could kill themselves.



	Performance Measurement (i.e. what should we measure to establish a metric to gauge performance and efficiency?)	How Would We Measure It?	Service Area (Select from Drop Down)	Type of Metric (Select from Drop Down)	Additional Comments
1	compliance with minimum technology standards	formalized CCOC report-annual	Technology Services (For External Users)	Qualitative	require annual report noting compliance with minimum technology standards and practices (online access, website for customers, use of portal, integration with judicial viewers
2	E-Portal Activity	# of Case filings	Technology Services (For External Users)	Quantitative	
3	Number of help tickets and survey of customers	Track via help desk system and feedback of customers	Technology Services (For External Users)	Quantitative	
4	Timeliness of E-Portal Activity	Days between when a document is imported and when it is docketed to a case	Technology Services (For External Users)	Qualitative	

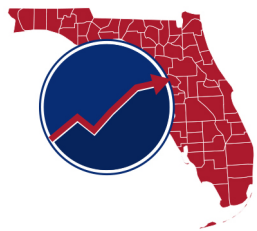


Performance Measurement (i.e. what should we measure to establish a metric to gauge performance and efficiency?)	How Would We Measure It?	Service Area (Select from Drop Down)	Type of Metric (Select from Drop Down)	Additional Comments
1 Accuracy of Data Reported on Mandated Reports	# of Errors found	Mandated Reporting (State and Local)	Qualitative	
2 Accuracy of reports	Reports turned in timely; revisions required	Mandated Reporting (State and Local)	Both Quantitative & Qualitative	
3 Establish Funding for Data Collection and Reporting Fiscal Management	# of Reports, # of Pages Already on CCOC report	Mandated Reporting (State and Local)	Quantitative	Add timely submission of all CCOC reports. Budget and EC report are on report, but not the others. Since a county may be late on one or two over the course of a year, consider a table format to check all that fully comply or a separate question for each or one question with a, b, c, d, e listing each one with a yes/no answer on each
4 Mandatory Reporting	Time spent on this function	Mandated Reporting (State and Local)	Quantitative	Clerks have a list of mandatory reports, the medium in which they must be sent, and the times when they must be sent - but we don't account for the time spent by staff on this, or on the expense of IT, whether inhouse or vendor.



Performance Measurement (i.e. what should we measure to establish a metric to gauge performance and efficiency?)	How Would We Measure It?	Service Area (Select from Drop Down)	Type of Metric (Select from Drop Down)	Additional Comments
1 Jury Deferrals	Number of deferrals	Jury Management	Quantitative	This is one area that is not currently captured under Jury Management and deferrals require action by Clerks.
current				
2 Number of juror payments	Number paid/Number paid in 10 days	Jury Management	Both Quantitative & Qualitative	
current				
Number of jurors as a percent called	Number of jurors called in	Jury Management	Quantitative	
current				
Number of jurors summoned	Number of summons issued	Jury Management	Quantitative	
current				
pay jurors within 20 days	Already on CCOC report	Jury Management	Quantitative	no changes - this satisfies the jury management requirement





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Performance Measure Workgroup Summary

Meeting held November 13th and 14th

This work group is one of 5 that are working on PIE projects. This meeting is the third meeting of the workgroup. The purpose of the meeting is to continue working on identifying at least “one” output measure to show the State what Clerks’ offices work on and the quantity of that work produced under each of the court-related services. (see chart below)

The next steps are to:

- (1) identify issues related to data collectability and whether the data can be audited,
- (2) identify outcome measures for the new workload measures and create standards,
- (3) improve and/or modify existing measures (e.g. show how the Clerks are slipping in filing and docketing cases), and
- (4) create performance standards (e.g. %'s)

Any new workload measures and/or modifications to current measures will be reviewed by the PIE Committee and Council. Section 28.35, F.S. requires the CCOC to consult with the Legislature pertaining to workload measures and standards.

Service	Current Measure	Workgroup Suggestion	Test	
	Workload/outputs		Collectible	Auditable
Case Processing	new cases filed, reopen cases, appeals, continuing cases, docket entries	add # of filings in paper vs. electronic (#1)		
Revenue Collection & Distribution	\$\$\$ assessed and \$\$\$\$ collected	add # of indigent cases and # of payment plans (#2)		
Financial processing	financial receipts, fiscal mgt report	add # of bonds posted, and add # of registry deposits and disbursements		
Request for records & reports	None	add # of document pages reviewed for redaction		

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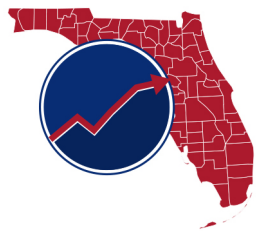
PERFORMANCE MEASURE WORKGROUP - SUMMARY

Service	Current Measure	Workgroup Suggestion	Test	
	Workload/outputs		Collectible	Auditable
Provide Ministerial Pro Se Assistance	None	add # of cases filed by parties without attorneys including but not limited to DV, tenant evictions, small claims, dissolutions and mental health cases		
Technology services for external users	None	add # of registered users by registered user level		
Mandated/Std Reports	# of reports	no new additions		
Jury Management	# of jurors summoned, # of jurors paid	no new additions		

#1--- MECOM performance

#2--- Minimum collection standards

Service	Current Measure
	Workload standard
Case Processing	Filing and docketing (e.g. 80% in 2 days; etc 10 court divisions
Revenue Collection & Distribution	E.g. 90% civil traffic; varies by 9 court divisions
Financial processing	No standards
Request for records & reports	No standards
Provide Ministerial Pro Se Assistance	No standards
Technology services for external users	No standards
Mandated/Std Reports	No standards
Jury Management	Pay jurors within 20 days of service



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Performance Measure Workgroup – Draft Measures and Potential Outcomes

Meeting held at the Aloft Hotel on November 14, 2017

Case Processing

- Number of filings in paper versus electronically added (i.e. Portal; in court processing; CMS-generated)
 - Outcome: Total number of documents not being scanned and retained in paper

Revenue Collections & Distribution

- Add indigent cases to quarterly report regarding amounts assessed and collected
 - Outcome: Capture total dollars waived as indigent (may be put on Outputs Report)
- Number of payment plans
 - Outcome: Total number of DLs saved from being D6'd

Financial Processing

- Number of bonds posted by court division and types of bonds; perhaps later consider remission and forfeiture into this measure
 - Outcome: Total dollars in bonds held by Clerk
- Number of registry deposits made into registry of the court compared to number of registry disbursements
 - Outcome: Total money deposited into the registry

Requests for Records & Reports

- Number of document pages reviewed for redaction
 - Outcome: Number of pages containing redactions

Provide Ministerial Pro Se Assistance

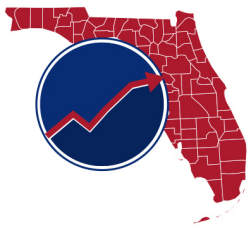
- Number of cases filed by parties without attorneys
 - Outcome: Percentage of cases overall requiring pro se assistance/paper processing

Technology Services for External Users

- Number of registered users by registered user level; perhaps consider anonymous public at a later date
 - Outcome: Number of requests removed from call centers and front counters

Mandated Reporting

- Number of reports by how timely they are turned in (by due date)
 - Outcome: Percent compliant



CCOC

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AGENDA ITEM 5(a)

DATE: February 20, 2019
SUBJECT: Clerks' Court Services Framework
COMMITTEE ACTION: Informational only

OVERVIEW:

The CCOC Executive Council approved the Clerks' Court Services Framework (Framework). Currently the Framework includes 9 services, 35 activities, and nearly 800+ tasks. The Framework is updated annually to reflect changes made by the Florida Legislature.

Clerk Gary Cooney will provide information on the purpose of the Framework, how it can be used by the Clerks and CCOC Committees and provide a status on changes and plans.

COMMITTEE ACTION: Information only

LEAD STAFF: Douglas Isabelle, Deputy Executive Director

ATTACHMENTS: None



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AGENDA ITEM 5(b)

DATE: February 20, 2019
SUBJECT: Court Services Costing Discussion and Status
COMMITTEE ACTION: Provide direction

OVERVIEW:

The Legislature and public need to know the “cost” to provide statutorily required tasks and activities that support the nine court services; however, the CCOC does not require the 67 Clerks to budget and report cost for these tasks, activities, and services.

As such, the challenge was to develop an approach that would connect costs and services. Six counties (Clay, Citrus, Brevard, Palm Beach, Hernando, Polk) participated in developing budgeted costs estimates for the nine Court Services. Templates were developed to collect FTE and operational costs data. CCOC staff met with each county individually to ensure consistent implementation of the methodology across all counties. The cost data was based on 2016-17 operational budgets.

The six counties “costed” their court-related services, activities, and tasks independently. The counties met together to share results. These results were collectively compiled. The table shows the combined “%” (average and median) of the budgeted costs for each service.

Court-Related Services	Methodologies		
	Avg %	Median %	By Task %
Case Processing	58.40%	56.97%	57.50%
Revenue Collection and Distribution	9.79%	10.00%	6.80%
Financial Processing	5.14%	4.67%	10.00%
Request for Ad Hoc Records and Reports	6.59%	5.13%	4.40%
Provide Ministerial Pro-Se Assistance	3.56%	3.55%	6.70%
Technology Services for External users	4.58%	3.48%	1.50%
Standard Reporting	2.48%	2.58%	2.20%
Jury Management	2.02%	2.00%	5.00%
Administration	7.44%	6.50%	5.90%
Total	100.00%	100.00%	100.00%

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.

The assumptions:

- 1) CFY 2016-2017 data can be extrapolated to future years.
- 2) The combined costs “%” of 6 counties (large, median, small) is representative of 67 counties.
- 3) There are no changes to the nine services and tasks listed in the Framework remain relatively consistent.

Example on how to use methodology

- CFY 2016-17 statewide budget request (**Attachment 1**)
- CFY 2017-18 statewide budgeted needs request (**Attachment 2**)
- CFY 2017-18 statewide budgeted costs by court division (**Attachment 3**)
- CFY 2017-18 statewide budget GAP (**Attachment 4**)

Example of alternative cost template concept (**Attachment 5**)

- Risk Protection Order
- Vulnerable Adults
- Criminal Data

Example of Clay County connecting budget to services (**Attachment 6**)

COMMITTEE ACTION: Provide direction on the following:

- Does the Committee want to continue “costing” out services?
- If yes, what is the best approach for “costing” services that is not too time consuming for Clerk offices?
- What is the best approach for “costing” activities and possibly tasks?

LEAD STAFF: Douglas Isabelle, Deputy Executive Director

ATTACHMENTS:

- 1) CFY 2016-17 Budgeted Costs Allocated to Services Example
- 2) CFY 2017-18 Budgeted Costs Allocated to Services Example
- 3) “Connecting the Dots” by court division
- 4) Explaining the 2017-18 Budget GAP
- 5) Alternative cost template Example
- 6) Clay County CFY 2018-19 budget request linked to services

CFY 2016-2017 Budget Cost Allocated to Court Services

	Gross Budget Request
67 Clerk offices budgeted amounts	\$421,494,214
Court-Related Services	
Case Processing	\$211,168,601
Revenue Collection and Distribution	\$35,911,307
Financial Processing	\$26,343,388
Request for Records and Reports	\$42,823,812
Provide Ministerial Pro-Se Assistance	\$27,650,020
Technology Services for External users	\$13,614,263
Mandated Reporting Services	\$8,809,229
Jury Management	\$5,479,425
Administration	\$49,652,018



CFY 2017-2018 Court-Related Budget Request

Cost Allocated to Court Services

	CCOC Needs Based Budget Request
67 Clerk offices budgeted amounts	\$462,169,866
Court-Related Services	
Case Processing	\$269,398,815
Revenue Collection and Distribution	\$48,296,751
Financial Processing	\$25,696,645
Request for Records and Reports	\$28,099,928
Provide Ministerial Pro-Se Assistance	\$19,087,615
Technology Services for External users	\$21,953,069
Mandated Reporting Services	\$11,739,115
Jury Management	\$8,180,407
Administration	\$29,671,305



"CONNECTING THE DOTS"
CCOC Budgeting Format vs. Court Services
CFY 2017-18

	Circuit Criminal	Circuit Civil	Family	Juvenile Delinquency	Juvenile Dependency	Probate	County Criminal	County Civil	Criminal Traffic	Civil Traffic	TOTALS
Original Budget	\$92,436,737 20.00%	\$64,027,524 13.85%	\$47,543,449 10.29%	\$13,620,843 2.95%	\$16,699,281 3.61%	\$22,353,887 4.84%	\$63,592,286 13.76%	\$41,094,443 8.89%	\$40,207,555 8.70%	\$60,593,882 13.11%	\$462,169,886 100.00%
Court Services											
Case Processing	\$53,983,054.40	\$37,392,074.03	\$27,765,373.95	\$7,954,572.11	\$9,752,380.13	\$13,054,670.08	\$37,137,894.82	\$23,999,154.47	\$23,481,212.14	\$35,386,827.10	\$269,907,213.23
Revenue Collection and Distribution	\$9,049,556.55	\$6,268,294.60	\$4,654,503.61	\$1,333,480.50	\$1,634,859.61	\$2,188,445.55	\$6,225,684.77	\$4,023,145.93	\$3,936,319.64	\$5,932,141.05	\$45,246,431.81
Financial Processing	\$4,751,248.28	\$3,291,014.73	\$2,443,733.25	\$700,111.31	\$858,343.05	\$1,148,989.80	\$3,268,643.48	\$2,112,254.35	\$2,066,668.33	\$3,114,525.54	\$23,755,532.12
Request for Ad Hoc Records and Reports	\$6,091,580.97	\$4,219,413.83	\$3,133,113.26	\$897,613.53	\$1,100,482.62	\$1,473,121.16	\$4,190,731.62	\$2,708,123.77	\$2,649,677.88	\$3,993,136.83	\$30,456,996.47
Provide Ministerial Pro-Se Assistance	\$3,290,747.84	\$2,279,379.86	\$1,692,546.77	\$484,902.00	\$594,434.41	\$795,798.38	\$2,263,885.37	\$1,462,962.16	\$1,431,388.96	\$2,157,142.20	\$16,453,247.93
Technology Services for External users	\$4,233,602.55	\$2,932,460.60	\$2,177,489.94	\$623,834.59	\$764,827.07	\$1,023,808.03	\$2,912,526.68	\$1,882,125.47	\$1,841,506.02	\$2,776,199.80	\$21,167,380.76
Standard Reporting	\$2,292,431.08	\$1,587,882.60	\$1,179,077.52	\$337,796.90	\$414,142.17	\$554,376.40	\$1,577,088.68	\$1,019,142.18	\$997,147.36	\$1,502,728.27	\$9,335,831.69
Jury Management	\$5,945,719.00	\$1,293,356.00					\$1,284,564.00		\$812,193.00		\$9,335,831.69
Administration	\$6,877,293.23	\$4,763,647.79	\$3,537,232.57	\$1,013,390.69	\$1,242,426.51	\$1,663,129.20	\$4,731,266.05	\$3,057,426.53	\$2,991,442.09	\$4,508,184.82	\$34,385,439.49



Explaining the CFY 2017-18 Court-Related Services Budget Gap

Court-Related Services	2017-2018 Budgeted Expenditures	Estimated Expenditure Allocation	2017-2018 Revenue Projections	Estimated Revenue Allocation	Gap
	\$462,169,886		\$409,400,000		(\$52,769,886)
Case Processing	\$ 269,907,213	58.40%	\$ 345,124,200	84.3%	\$ 75,216,987
Revenue Collections & Distribution	\$ 45,246,432	9.79%	\$ 7,778,600	1.9%	\$ (37,467,832)
Financial Processing	\$ 23,755,532	5.14%	\$ 36,846,000	9.0%	\$ 13,090,468
Ad hoc requests and reports	\$ 30,456,995	6.59%	\$ 5,322,200	1.3%	\$ (25,134,795)
Technology for external users	\$ 16,453,248	3.56%	\$ -	0.0%	\$ (16,453,248)
Ministerial pro se assistance	\$ 21,167,381	4.58%	\$ -	0.0%	\$ (21,167,381)
Standard requests and reports	\$ 11,461,813	2.48%	\$ -	0.0%	\$ (11,461,813)
Jury management	\$ 13,000,000	2.02%	\$ 11,700,000	3.2%	\$ (1,300,000)
Administration	\$ 34,385,440	7.44%	\$ 1,228,200	0.3%	\$ (33,157,240)

Note:

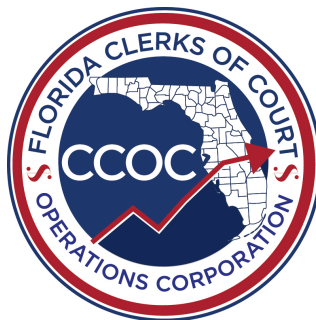
1. We extrapolated statewide budgeted expenditure and revenues from data developed by pilot counties (Palm Beach, Orange, Walton, Lake, Clay, Hernando, Brevard, Citrus, Pasco, Polk).
2. CFY 2017-18 Revenue Projections includes 10% revenues and state GR for jurors.



RPO's (Gun Bill) SB 7026

Effective - 3/9/2018

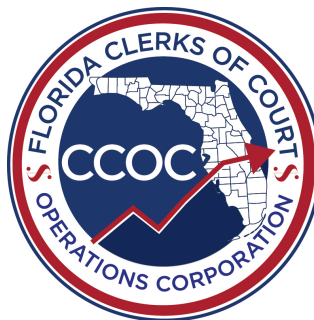
Tasks	Initial			Ongoing		
	Personnel	Operating	Capital	Personnel	Operating	Capital
Receive petitions for RPOs from law enforcement agency or officer						
Forward petition to court or make court aware of petition						
Receive copy of notice of hearing from court						
Forward, on or before the next business day, a copy of Notice of Hearing and Petition to Sheriff or other law enforcement agency for service on respondent						
Attend all hearings on RPO's (necessary to certify and deliver copies at hearing)						
Furnish a copy of the notice of hearing, the petition, and temporary ex parte RPO or RPO to the sheriff of the county where the respondent resides or can be found						
Furnish a physical description and location of the respondent to the sheriff of the county where the respondent resides or can be found						
Transmit to the sheriff, at the sheriff's request, a facsimile copy of a temporary ex parte RPO or RPO which has been certified						
Certify copies of all orders issued						
Deliver certified copies to all parties at the time of the entry of the order						
Obtain signatures on the original order from all parties acknowledging the receipt of the certified copies						
Note on the original order that "service was effected" if a party fails or refuses to acknowledge receipt of a certified copy of an order						
Mail, to the last known address, certified copies of the order to any party to whom delivery of a certified copy at the hearing on the order was not possible						
Prepare and file a written certification of all service under F.S. 790.401(5)(b) specifying the time, date, and method of service						
Notify the sheriff of all service pursuant to F.S. 790.401(5)(b)						
Receive requests to vacate from respondents						
Forward requests to vacate to court or make court aware of requests to vacate						
Receive copy of notice of hearing from court						
Serve a copy of the notice of hearing and the request to vacate on the petitioner						
Notify the law enforcement agency holding surrendered items of any order to vacating the RPO						
Notify petitioner at least 30 days in advance of the impending end of the RPO						
Receive motions from petitioners to extend RPO's						
Forward motions to extend RPO's to court or make court aware of such motions						
Receive copy of order setting hearing						



RPO's (Gun Bill) SB 7026

Effective - 3/9/2018

Tasks	Initial			Ongoing		
	Personnel	Operating	Capital	Personnel	Operating	Capital
Serve a copy of the order setting hearing and the motion to extend on the respondent or furnish a copy of the order setting hearing and the motion for extension to the sheriff of the county where the respondent resides or can be found						
Issue warrants for items not surrendered under an RPO						
Receive the original receipt for items surrendered under an RPO						
Receive sworn statements of non-compliance with RPO surrender orders						
Forward sworn statements of non-compliance to court or make court aware of same						
Issue warrants in response to court findings of probable cause of non-compliance with RPO's						
Provide confirmation to law enforcement of vacation or expiration of RPO's						
Enter, within 24 hours, any RPO or temporary ex parte RPO into "the uniform case reporting system"						
Forward, within 24 hours, a copy of any RPO or temporary ex parte RPO to the appropriate law enforcement agency specified in the RPO						
Forward, within 3 business days, all available identifying information of the respondent to any RPO along with the date of issuance of the RPO or temporary ex parte RPO to the Department of Agriculture and Consumer Services						
Forward, on the day of any order to vacate any RPO, a copy of the order vacating the RPO or temporary ex parte RPO to the Department of Agriculture and Consumer Services and the appropriate law enforcement agency specify in the order to vacate						
Receive from OSCA the master copy of the RPO petition and order forms, instructions, and informational brochures						
Within 90 days after receiving from OSCA the master copy of the RPO petition and order forms, instructions, and informational brochures, make same available						
Notify the appropriate district school superintendent of the name and address of any student the court refers to mental health services						
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Vulnerable Adult - HB 1059

Effective - 7/1/2018

Tasks	Initial			Ongoing		
	Personnel	Operating	Capital	Personnel	Operating	Capital
Assist petitioners filing an initial petition for injunction against exploitation of a vulnerable adult						
Assist petitioners filing a petition alleging a violation of an injunction against exploitation of a vulnerable adult						
Provide simplified forms relating to exploitation of a vulnerable adult						
Provide privacy for the petitioner						
Provide petitioner with two certified copies of the petition without charge						
Practice law by informing the petitioner of the necessary steps for service of process and enforcement						
Provide petitioner with certified copies of an order of injunction (no mention is made of whether to charge)						
Receive training in the effective assistance of petitioners						
Produce a brochure to include information about the exploitation of vulnerable adults and the effect of providing false information to the court						
Provide the informational brochure to petitioners, local senior centers, local aging and disability resource centers, or appropriate state or federal agencies						
Provide a copy of all petitions and orders filed under Section 825.1035 to the "adult protective services program" (this appears to be the program under the aegis of DCF mentioned in Chapter 415)						
Submit a quarterly reimbursement request to OSCA for \$40 for each petition processed						
Pay law enforcement \$20 out of each \$40 received for each injunction served						
Track the amount of filing fees and service charges waived by Section 825.1035 for purposes of having those charges assessed against guilty respondents						
Furnish a copy of the petition, the financial affidavit, the notice of hearing, and any temporary injunction to the sheriff or a law enforcement agency of the county in which the respondent resides or can be found						
Transmit to the sheriff, at the sheriff's request, a facsimile copy of an injunction which has been certified						
Furnish a copy of the petition, the financial affidavit, the notice of hearing, and any temporary injunction to the sheriff or a law enforcement agency of the county in which the vulnerable adult resides or can be found						
Transmit to the sheriff, at the sheriff's request, a facsimile copy of an injunction which has been certified						
Certify copies of all orders issued						
Attend all hearings on injunctions (necessary to certify and deliver copies at hearing)						
Deliver certified copies to all parties at the time of the entry of the order						
Obtain signatures on the original order from all parties acknowledging the receipt of the certified copies						
Note on the original petition that "service was effected" if a party fails or refuses to acknowledge receipt of a certified copy of an order						
Mail, to the last known mailing address, certified copies of the order to any party to whom delivery of a certified copy at the hearing on the order was not possible						
Serve certified copies of the order on depositories or financial institutions as provided in Section 655.0201						



Vulnerable Adult - HB 1059

Effective - 7/1/2018

Tasks	Initial			Ongoing		
	Personnel	Operating	Capital	Personnel	Operating	Capital
Notify the sheriff of all service pursuant to F.S. 825.1035(10)(a)4.						
Prepare and file a written certification of all service under F.S. 825.1035(10)(a)4. specifying the time, date, and method of service						
Serve, by mail, any subsequent petitions "for an injunction seeking an extension of time" on any respondent who was previously served with a temporary injunction and failed to appear a the initial hearing on the temporary injunction.						
Forward, within 24 hours, to the sheriff with jurisdiction over the residence of the petitioner , any orders issuing, changing, continuing, extending, or vacating an injunction						
Notify, within 24 hours of an injunction being terminated or rendered ineffective by ruling of the court, the sheriff receiving original notification under F.S. 825.1035(10)(b)1. (the sheriff with jurisdiction over the residence of the petitioner)						
Collect any assessment or fine for enforcing a Section 825.1035 injunction						
Transfer monthly any assessment or fine collected for enforcing a Section 825.1035 injunction to DOR for deposit in the Domestic Violence Trust Fund						
Assist a petitioner in preparing an affidavit alleging a violation of an injunction for protection against the exploitation of a vulnerable adult when the person who violated the injunction has not been arrested or direct the petitioner to a chief judge designated office for injunction violations						
Immediately forward any Section 825.1036(1) affidavit received to the state attorney and to "the court or judge as the chief judge determines to be the recipient of affidavits of violation."						
If a Section 825.1036(1) affidavit alleges that a crime has been committed, forward the affidavit to the "appropriate law enforcement agency for investigation"						
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Criminal Data - SB 1392

Effective - 7/1/2018

	Tasks	Initial Costs			Ongoing Costs		
		Personnel	Operating	Capital	Personnel	Operating	Capital
Data collection and reporting effective 1/1/2019	Reprogram the CMS to store 60 +/- data elements for each criminal case						
	Collect, bi-weekly, 60 +/- data elements for each criminal case						
	Report to FDLE, monthly, 60 +/- data elements for each criminal case						
Effective - 7/1/2018	Aid in the creation of a misdemeanor prearrest diversion program						
	Create a database separate from the court record in which to store the personal identifying information of prearrest diversion program participants						
	Receive, electronically, from the "program operator" personal identifying information of prearrest diversion program participants						
	Maintain as confidential the personal identifying information of prearrest diversion program participants						
	Maintain the personal identifying information of prearrest diversion program participants in a statewide database						
	Collect and deposit any fee received for the receipt and maintenance of the personal identifying information into the fine and forfeiture fund established under Section 142.01						
	Pay for the receipt and maintenance of the personal identifying information out of the fine and forfeiture fund established under Section 142.01?						
	Digitize and transmit scoresheets to DOC at least monthly						
	Digitize and transmit scoresheets and uniform judgments and sentences to DOC						
	Capture and use the "unique identifier" of a defendant for that defendants court case(s)						
	Aid in the creation of a juvenile circuit misdemeanor civil citation or prearrest diversion program						
	Collect the clerk's portion of any program fee received						
TOTAL		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Clay

Additional Information

Section 1a: Differences Between CFY 2017-18 Operational Budget and CFY 2018-19 Original Budget Request

Calculated difference between CFY 2017-18 Operational Budget and CFY 2018-19 Original Budget Request.

19 AGGREGATE BUDGET REQUEST: \$ 4,034,054 CFY 2018-19 FTE REQUEST: 54.61

8 AGGREGATE BUDGET AUTHORITY: \$ 3,118,743 CFY 2017-18 OPERATIONAL FTE: 49.74

DIFFERENCE: \$ 915,311 DIFFERENCE: 4.87

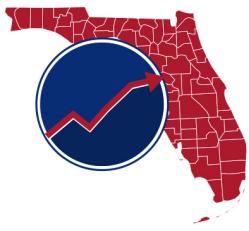
Section 1b: Differences Between CFY 2017-18 Approved Budget and CFY 2018-19 Original Budget Request

(Skip Section 1b ONLY if the "Difference" in Section 1a is equal to 0.)

Provide dollar and FTE differences (increases or decreases) between the CFY 2018-19 Original Budget Request and the CFY 2017-18 Operational Budget authority. Explain Expenditure difference for Personnel, Operating, and Capital costs. Enter all dollar amounts as whole numbers. Verify totals for FTE and Expenditures match the differences provided in Section 1a. Provide

	Non-Service Specific	Case Processing	Revenue Collection and Distribution	Financial Processing	Requests for Records and Reports	Provide Ministerial Pro Se Assistance	Technology Services for External Users	Mandated Reporting Services	Jury Management	Administration	TOALS
FTE		0.73	1.51	1.35	0.36	0.05	0.00	0.49	0.04	0.34	4.87
Expenditures											
Personnel		\$126,687.00	\$308,344.00	\$242,290.00	\$50,750.00	\$6,622.00	\$0.00	\$130,966.00	\$5,517.00	\$44,135.00	\$915,311.00
Operating											\$0.00
Capital											\$0.00
Totals	\$0.00	\$126,687.00	\$308,344.00	\$242,290.00	\$50,750.00	\$6,622.00	\$0.00	\$130,966.00	\$5,517.00	\$44,135.00	\$915,311.00





CCOC

FLORIDA CLERKS OF COURT
OPERATIONS CORPORATION

Stacy Butterfield, CPA
POLK COUNTY
EXECUTIVE COUNCIL CHAIR

Tara S. Green
CLAY COUNTY
VICE-CHAIR

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SUPREME COURT APPOINTEE

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AGENDA ITEM 6

DATE: February 20, 2019
SUBJECT: Subcase Reporting and Weights
COMMITTEE ACTION: For discussion only

OVERVIEW:

Lessons learned from the North Highland study was that there was a need for the Clerks to begin reporting subcase types to the CCOC and to develop a system for weighting cases.

The North Highland Study - Approach Highlights (Attachment 1)

- Conducted a time analysis;
- Used SRS subcase types;
- Surveyed 67 Clerk's offices;
- Conducted site visits to 11 counties;
- Used the Clerks' Court Services Framework for four services and associated tasks (case processing, financial processing, juror processing, and information & reporting);
- Selected major new and expanded mandates (e.g. redaction, e-Filing, and public access online; and
- Developed work days available

North Highland Case Weight Calculation and Comparisons

North Highland compiled the total time reported by activity and case type to calculate the case weight. The case weights were generated by annualizing the average minutes spent processing each case type from filing to post-disposition and dividing the results by annual case filings for each category. These calculations provided the average staff minutes per case. Data was pulled for the total 2013-14 case filings for the court locations and each case type category.

Each subcase type was "normalized" based on civil traffic being weighted at 1 (e.g. easiest case type to process). The Clerks' Court Services Framework was used as a basis for calculating minutes using statewide survey and site visits (**Attachment 2**).

Clerk Approach

- The PIE Committee created a case weighting workgroup consisting of staff members from 10 counties. Clerk Barbee directed the initiative. Over a span of 7 months, the

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.

case weighting workgroup met in person 4 times and participated in several other telephone conferences.

- The Clerks recognized that they processed (touched) more NEW cases than those reported for SRS purposes and as such there was a need to create an inventory of subcases that Clerks handle. For example, criminal out-of-state warrants, search warrants, civil foreign subpoenas, foreign judgments, wills, pre-need guardianship and caveats just to mention a few. Business rules were developed and an initial inventory of 131 subcase types were identified compared to the 33 subcase types used in the North Highland study (**Attachment 3**).
- Weights were based upon the initial effort of establishing the case type or sub-case type in question, the life span of the case, and the work over the life span of the case. The case weighting workgroup also considered the various methods of disposition within a case type or sub-case type. For example, while a long-term felony case may generate more work than a regular dissolution, some felonies are handled by nolo prosequi, some are handled by plea agreement and some by trial. Likewise, some dissolutions are straight forward with parties agreeing to all matters including custody, some have initial battles over property, but agree on custody and support issues, and some have battles over issues of child custody and alimony for years.

Clerk Case Weight Calculation and Comparisons

A detailed explanation of the process used to identify and weight subcases can be found in **Attachment 4**. Initially 77 subcase types were weighted. Subsequently, risk protection orders (RPO's) and vulnerable adult cases were added. As of February 2019, there are 91 subcase types that are weighted including cases unable to be categorized for each court division (**Attachment 5**).

COMMITTEE ACTION: For discussion only

LEAD STAFF: Douglas Isabelle, Deputy Executive Director

ATTACHMENTS:

- 1) North Highland study approach
- 2) North Highland weighted effort chart
- 3) Clerk's Subcase Inventory
- 4) Clerk's Process used to identify and weight subcases
- 5) Subcases and Weights as of February 2019

SECTION 4 APPROACH

4.1 INTRODUCTION

Different types of court cases require different amounts of time to process. For example, a capital murder case has a much greater impact on the Clerks resources than a Civil Traffic case because these complex cases require significantly more court appearances, docket entries, evidence processing, and paper work. Therefore, analyzing case counts alone does not accurately represent workload. In addition, the Clerks workload has changed over time as new mandates have required additional effort to process each case. As a result, a method that reliably accounts for the differences in the workload across case types and measures the impact of recently implemented mandates is necessary to accurately measure the true workload of the Clerks.

Over 30 states have conducted a similar workload analysis in order to provide objective and standardized evaluations of resource requirements among courts that vary in size and case filings mix¹.

4.2 APPROACH TO THE STUDY

In the time analysis, level of effort data was measured by capturing data provided by Clerks for certain case processing, financial processing, information and reporting tasks comprising a majority of their workload, as well as for the additional effort required to perform activities associated with mandates implemented in recent years. When this level of effort data is applied to case counts, a case weight for each case type can then be calculated.

4.3 DEVELOPING THE WORKLOAD ASSESSMENT PARAMETERS

An advisory committee was formed to provide direction and oversight to North Highland in conducting the workload study and to verify that the study reflected the circumstances unique to the Florida Clerks. The committee refined the approach and the content of the assessment and resolved important issues affecting data collection, interpretation, and analysis. They confirmed the case type categories and mandates to be included in the study. Also, the committee monitored the development of the workload analysis and reviewed findings of the study.

4.3.1 DATA ELEMENTS

Two approaches were used to collect level of effort data. All 67 of the Clerks were asked to complete a request for information that measured the impact of mandates on their workload and captured available staff hours. In addition to the statewide request, eleven Clerks were selected to complete a more detailed request that captured the time spent on case processing, financial processing, and information and reporting tasks. The Clerks selected for the detailed request were representative of large, medium, and small county offices, as determined by population and case filings.

¹ National Center for State Courts, West Virginia Circuit Judge Workload Study, 2014

4.3.2 CASE PROCESSING BY CASE TYPE

The workload analysis is based on the assumption that more complex case types require more time to process; therefore, the detailed request collected case processing time across ten case categories based on a recent time study administered to Florida judges. The ten case categories included:

- Circuit Criminal
- County Criminal
- Criminal Traffic
- Juvenile Delinquency
- Civil Traffic
- Circuit Civil
- County Civil
- Probate
- Family
- Juvenile Dependency

The case categories were then broken out further into case types for greater accuracy. For example, within the Circuit Criminal case category, time was provided separately for Felonies, Serious Crimes against Persons, Less Serious Crimes against Persons, Crimes against Property, Drugs, Other Felony Offenses, and Other Circuit Criminal cases. Additionally, these case types were stratified by complexity of the work effort (low, medium and high).

Across the case types, time was collected for the four major case processing activity groups: Case Maintenance, Records Management, Court Preparation and Attendance, and Appeals. A detailed list of tasks included the activity groups was included as a reference when providing effort. If an activity was not applicable to a particular office, then zero was entered as the time.

Clerks were asked to provide the time spent on case processing activities from the initial filing to case closure. Additionally, there were "Notes" fields available throughout the request to capture any additional qualitative information considered by the Clerks.

4.3.3 FINANCIAL PROCESSING, JUROR AND WITNESS PROCESSING, AND INFORMATION AND REPORTING

In addition to case processing, the detailed request also included time spent on financial processing, juror and witness processing, and information and reporting tasks. The Financial Processing time was collected across three categories (Criminal, Civil, and Civil Traffic) for 11 major financial processing activity groups. The Juror and Witness Processing time was collected for nine major juror and witness processing activity groups. And finally, the Information and Reporting time was collected for ten major information and reporting activity groups. These times were based on the number of minutes spent on each activity per month.

A detailed list of tasks included in each financial processing, juror and witness processing, and information and reporting activity group was provided as a reference for the Clerks when

preparing their response. Additionally, for the Information and Reporting time, a list of the statutorily required reports was provided for reference.

4.3.4 MAJOR NEW AND EXPANDED MANDATES

Each of the 67 Clerks was asked to quantify the impact of the implementation of a number of new and expanded mandates in the past five years, as well as additional activities that have added to the Clerk workload. The seven new and expanded mandates included:

- Redaction
- eFiling
- Payment plan and maintenance
- System testing and implementation
- Pro se activity as related to indigence support
- Electronic record on appeal
- Public access online.

Level of effort was broken out across the 10 case categories representing the case processing work performed by Clerks Offices. Time effort was collected in minutes per month spent on the activities associated with the mandate.

4.3.5 AVAILABLE STAFF HOURS

Each of the 67 Clerks was asked to determine the number of days staff had available to complete the case processing, financial processing, juror and witness processing, and information and reporting tasks. Development of the number of days available begins with a baseline of 365 days in the year and then deducts 104 weekend days and 12 state holidays. The Clerks then provided the average vacation, sick, personal, and training days for the staff performing the activities in order to estimate the number of work days available to process this workload.

In addition, the Clerks were asked to provide the amount of time these staff were available to process this workload on a daily basis. The number of available working hours in a day was broken down based on an 8 hour day less paid lunch, paid breaks, and time required for administrative tasks. This calculation yielded a total number of hours available each day to complete the tasks. By multiplying the number of hours available per day by the number of days available per year, the annual number of staff hours available for workload processing was calculated.

4.4 CASE WEIGHT CALCULATION AND COMPARISONS

North Highland compiled the total time reported by activity and case type in order to calculate the case weight. The case weights were generated by annualizing the average minutes spent processing each case category from filing to post-disposition, and dividing the results by the annual case filings for each category. These calculations provided the average staff minutes per case. Data was pulled for the total 2013-14 case filings for the court locations and each case type category.

North Highland then divided the workload by the available staff hours while also accounting for non-case processing work, which yielded the number of Full Time Equivalents (FTE) needed to effectively process the workload. The calculated FTEs were then compared with the Clerks budgeted FTEs to determine if the Clerk's office was adequately staffed to process their workload.

4.5 FOCUS GROUPS

To gain perspective on the nature of the data, reactions to initial study findings, and confirm the information provided, North Highland conducted site visits to six of the offices that provided detailed information. Two large offices (Miami-Dade and Hillsborough), three medium offices (Sarasota, Citrus and Pinellas) and one small office (Putnam) were visited. In all, over 30 representatives attended the focus group sessions.

4.6 ANALYSIS FACTORS

Since the data requested time spent on processing cases from the time a case opened to when it closed, it was necessary to establish lifespan for each case type since many case types span multiple years. Durations of these case types was collected and applied to the case processing time in order to annualize the data for those case types.

North Highland Weighted Effort Chart

Case Type	Case Sub-type	Case Weight	Normalized
Circuit Criminal	Capital Murder	4,464	74.5
	Circuit Criminal Other	144	2.4
	Crimes Against Property	546	9.1
	Drugs	724	12.1
	Less Serious Crimes Against Person	692	11.5
	Serious Crimes Against Person	1,723	28.8
County Criminal	Misdemeanors	393	6.6
	Ordinance Violations	232	3.9
	Worthless Checks	593	9.9
Criminal Traffic	Criminal Traffic	212	3.5
	Criminal Traffic - non-DUI	198	3.3
Juvenile Delinquency	Case Type Aggregate	955	15.9
Circuit Civil	Auto and Other Negligence	508	8.5
	Professional Malpractice and Product Liability	933	15.6
	Real Property	561	9.4
	Contracts and Indebtedness	970	16.2
	Other Circuit Civil	1,356	22.6
County Civil	Small Claims	205	3.4
	County Civil	208	3.5
	Evictions	156	2.6
	Other County Civil	666	11.1
	Case Type Aggregate	196	3.3
Civil Traffic	Case Type Aggregate	60	1
Probate	Probate	405	6.8
	Guardianship	588	9.8
	Trust	172	2.9
	Commitment / Mental Health	112	1.9
Family	Simplified Divorce	193	3.2
	Dissolution	501	8.4
	Child Support	725	12.1
	Orders for Protection Against Molestation	483	8.1
	Other Domestic Relations	612	10.2
Juvenile Dependency	Case Type Aggregate	1,654	27.6

Note:

1. Subcase data included is based on the North Highland study results.
2. Case Weights are minutes associated with each subcase type workload.
3. Normalized Effort is the weighted effort(minutes) per subcase type based on Civil Traffic being weighted at 1.

INVENTORY OF SUBCASE TYPES

Court Type	Sub Case Type
CIRCUIT CRIMINAL	
	Report all new cases filed, regardless of whether an Information was filed by the State Attorney
	SRS Case Types
1	Capital Murder
2	Non Capital Murder
3	Sexual Offense Robbery
4	Crimes Against Person
5	Burglary
6	Theft, Forgery, Fraud
7	Worthless Check (Felony)
8	Crimes Against Property
9	Drug
10	Other Felony
	Non-SRS
11	Please provide type(s) of case(s)
COUNTY CRIMINAL	
12	Misdemeanor
13	Worthless Checks
14	County Ordinance
15	Municipal Ordinance
16	Non-Criminal Infractions
	Non-SRS
17	Please provide type(s) of case(s)
CRIMINAL TRAFFIC	
	Unit of count is the number of Uniform Traffic Citations
18	DUI
19	Other Criminal Traffic
	Non-SRS
20	Please provide type(s) of case(s)
DELINQUENCY	
	Complaints Filed, regardless of whether Petition filed by SAO
21	Complaints Filed
	Non-SRS
22	Transfers from another county for jurisdiction/supervision only
23	Other - Please provide type(s) of case(s)
CIVIL TRAFFIC	
	Unit of count is the number of Uniform Traffic Citations For subtype, please consider status of citation as of 9/30.
24	Citations - Undisposed or D6'd
25	Citations - Paid Civil Penalty



INVENTORY OF SUBCASE TYPES

Court Type	Sub Case Type
26	Citations - Disposed after Court, or scheduled for Court
CIRCUIT CIVIL	
27	Professional Malpractice
28	Business
29	Medical
30	Other
31	Products Liability
32	Auto Negligence
33	Condominium
34	Contract and Indebtedness
35	Eminent Domain
36	Negligence - Other
37	Business Governance
38	Business Tort
39	Environmental/Toxic Tort
40	Third Party Indemnification
41	Construction Defect
42	Mass Tort
43	Negligent Security
44	Nursing Home Negligence
45	Premises Liability Commercial
46	Premises Liability Residential
47	Other
48	Real Property/Mortgage Foreclosure
49	Commercial Foreclosure - \$0 - \$50,000
50	Commercial Foreclosure - \$50,001 - \$249,999
51	Commercial Foreclosure - \$250,000 or more
52	Homestead Residential Foreclosure - \$0 - \$50,000
53	Homestead Residential Foreclosure - \$50,001 - \$249,999
54	Homestead Residential Foreclosure - \$250,000 or more
55	Non-Homestead Residential Foreclosure - \$0 - \$50,000
56	Non-Homestead Residential Foreclosure - \$50,001 - \$249,999
57	Non-Homestead Residential Foreclosure - \$250,000 or more
58	Other Real Property Actions - \$0 - \$50,000
59	Other Real Property Actions - \$50,001 - \$249,999
60	Other Real Property Actions - \$250,000 or more
61	OTHER CIRCUIT CIVIL
62	Antitrust/Trade Regulation
63	Business Transaction
64	Constitutional Challenge Statute or Ordinance
65	Constitutional Challenge Proposed Amendment



INVENTORY OF SUBCASE TYPES

Court Type	Sub Case Type
66	Corporate Trust
67	Discrimination Employment or Other
68	Insurance Claim
69	Intellectual Property
70	Libel/Slander
71	Shareholder Derivative Action
72	Securities Litigation
73	Trade Secret
74	Trust Litigation
75	Other
	Non-SRS
76	Foreign Judgment
77	Petition to Extend
78	Failure to Appear for Jury Duty
79	Other - Please provide type(s) of case(s)
COUNTY CIVIL	
80	Small Claims (up to \$5,000)
81	Civil (\$5,001 - \$15,000)
82	Replevins
83	Evictions
84	Other County Civil (non-monetary)
	Non-SRS
85	Foreign Judgment
86	Motor Vehicle Repair Act (MVRA)
87	Other - Please provide type(s) of case(s)
FAMILY	
88	Simplified Dissolution
89	Dissolution
90	Child Support IV-D
91	Child Support Non IV-D
92	UIFSA IV-D
93	UIFSA Non IV-D
94	Other Family Court
95	Adoption Arising out of Chapter 63
96	Name Change
97	Paternity\ Disestablishment of Paternity
98	Domestic Violence
99	Dating Violence
100	Repeat Violence
101	Sexual Violence
102	Stalking Violence



INVENTORY OF SUBCASE TYPES

Court Type	Sub Case Type
	Non-SRS
103	Depository Only cases
104	Foreign Judgments
105	UIFSA Registrations
106	Registrations of Administrative Support Orders
107	DOR Establish Foreign Decree
108	DOR Interstate Support Order
109	Other - Please provide type(s) of case(s)
PROBATE	
110	Probate
111	Guardianship
112	Trusts
113	Baker Act
114	Substance Abuse Act
115	Other Social
	Non-SRS
116	Wills on Deposit
117	Petition to Open Safe Deposit Box
118	Caveat
119	Pre-Need Guardianship
120	Notice of Trust
121	Petition to Gain Entry to Apartment or Dwelling
122	Jimmy Ryce
123	Other - Please provide type(s) of case(s)
DEPENDENCY	
	*New cases can start with various petitions. Only include a case one time, regardless of whether multiple petitions are subsequently filed.
124	Dependency Petitions*
125	Termination of Parental Rights
126	CINS/FINS
	Non-SRS
127	Truancy
128	Parental Notice of Abortion
129	DCF Dependency Petitions for Injunction pursuant to Ch 39
130	Transfers from another county for supervision only
131	Other - Please provide type(s) of case(s)





Process Used to Identify and weight sub-cases

At its October 13, 2016 meeting the Finance and Budget Committee directed Clerk Burke to revisit the new case counting rules for clarifying and updating the rules to ensure accurate counts of the various case types and sub-cases handled by Clerks statewide.

As the workload of Clerks is directly related to the case types and sub-case types, it was important to have a workgroup of clerk staff review and recommend a weight for each case types and sub-case types being counted by the case count work group. Therefore, a PIE Committee case weighting workgroup consisting of staff members from 10 counties was formed for this purpose, Clerk Barbee directing the initiative. Over a span of 7 months, the case weighting workgroup met in person 4 times and participated in several other telephone conferences.

Weights were based upon the initial effort of establishing the case type or sub-case type in question, the life span of the case, and the work over the life span of the case. The case weighting workgroup also considered the various methods of disposition within a case type or sub-case type. For example, while a long-term felony case may generate more work than a regular dissolution, some felonies are handled by nolo prosequi, some are handled by plea agreements and some to trial. Likewise, some dissolutions are straight forward with parties agreeing to all matters including custody, some have initial battles over property, but agree on custody and support issues, and some have battles over issues of child custody and alimony for years.

Before the initial meetings, the workgroup members consulted with staff from their offices regarding workloads and offered suggested weights for various sub-case types. During the meetings and conferences referenced above, the various suggested weights were first discussed by individual case type or sub-case type and the work group determined an initial weight. Those individual case types and sub-case types were then discussed in comparison to

other case types and sub-case types within same court division (e.g. circuit criminal, county criminal, juvenile delinquency, criminal traffic, circuit civil, county civil, probate, family, juvenile dependency, and civil traffic).

Finally, the weighted case types and sub-case types were compared to all other case types and sub-case types by placing them in weight order and determining whether the workload of a case type or sub-case type compared correctly to the workload of other case types or sub-case types of the same weight. At the conclusion of this process, case types and sub-case types received their initial proposed weights.

While the case weight workgroup was determining weighting recommendations, the case counting workgroup was considering the various case types and sub-case types to be counted. As part of this process, new case types and sub-case types were added. Those case types and sub-case types were analyzed using the process described above and given weights. Also, as some counties indicated that they might not be able to provide data at the sub-case type level for capital murder, non-capital murder and sexual offenses, the case weighting workgroup reevaluated the felony category to determine a default weight for felonies. This reevaluation was completed using the same three-step process described above.

Some counties also indicated that they could not report their data by sub-case type. This possible inability resulted in the creation of a "Case Unable to be Categorized" category by the case county workgroup. The case weighting workgroup chose not to provide a general weight for those cases. The workgroup felt all counties should be able to report in accordance with the new case counting rules which provide the basis for the weighting categories. In the instance of a county not providing the data in accordance with the case counting rules, the Finance and Budgeting Committee should determine the necessary weights to give that county's cases.

**SUBCASES AND WEIGHTS
FEBRUARY 2019**

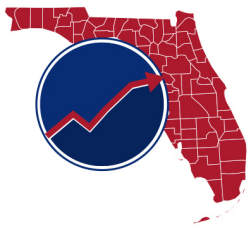
	COURT TYPE	SRS/NON	CASE TYPE/SUB-CASE TYPE	WEIGHT
1	Circuit Criminal	SRS	Capital Murders	10
2	Circuit Criminal	SRS	Non-Capital Murders	9
3	Circuit Criminal	SRS	Sexual Offenses	9
4	Circuit Criminal	SRS	All Other Felony Cases	8
5	Circuit Criminal	SRS	Appeals (AP cases) from County to Circuit Court (if filed in this division)	4
6	Circuit Criminal	NON-SRS	Out of State Fugitive Warrants	3
7	Circuit Criminal	NON-SRS	Search Warrants (if filed in this division)	2
8	Circuit Criminal		Cases Unable to be Categorized	1
9	County Criminal	SRS	Misdemeanors/Worthless Checks	7
10	County Criminal	SRS	County/Municipal Ordinances	5
11	County Criminal	SRS	Non-Criminal Infractions	3
12	County Criminal	NON-SRS	Out of State Fugitive Warrants	3
13	County Criminal	NON-SRS	Search Warrants (if filed in this division)	2
14	County Criminal		Cases Unable to be Categorized	1
15	Juvenile Delinquency	SRS	Delinquency Complaints, Including Transfers for Disposition	7
16	Juvenile Delinquency	SRS	Non-Criminal (1 st offense) juvenile sexting cases (if filed in this division)	3
17	Juvenile Delinquency	NON-SRS	Transfers for Jurisdiction/Supervision Only	4
18	Juvenile Delinquency		Cases Unable to be Categorized	1
19	Criminal UTC's	SRS	DUI	7
20	Criminal UTC's	SRS	Other Criminal Traffic	6
21	Criminal UTC's		Cases Unable to be Categorized	1
22	Circuit Civil	SRS	Professional Malpractice	7
23	Circuit Civil	SRS	Products Liability	7
24	Circuit Civil	SRS	Auto Negligence	7
25	Circuit Civil	SRS	Condominium	6
26	Circuit Civil	SRS	Contract and Indebtedness	6
27	Circuit Civil	SRS	Eminent Domain Parcels	7
28	Circuit Civil	SRS	Other Negligence	6
29	Circuit Civil	SRS	Commercial Foreclosure	7
30	Circuit Civil	SRS	Homestead Residential Foreclosure	9
31	Circuit Civil	SRS	Non-Homestead Residential Foreclosure	8
32	Circuit Civil	SRS	Other Real Property Actions	7
33	Circuit Civil	SRS	Other Civil	5
34	Circuit Civil	SRS	Involuntary Civil Commitment of Sexually Violent Predators (If filed in this division)	8
35	Circuit Civil	SRS	Appeals (AP cases) from County to Circuit Court (if filed in this division)	4
36	Circuit Civil	SRS	Writs of Certiorari	2
37	Circuit Civil	NON-SRS	Medical Extensions (Petitions to Extend)	1
38	Circuit Civil	NON-SRS	Transfers of Lien to Security	3
39	Circuit Civil	NON-SRS	Civil Contempt for Failure to Appear for Jury Duty	3
40	Circuit Civil	NON-SRS	Confirmation of Arbitration	2
41	Circuit Civil	NON-SRS	Out of State Commission for Foreign Subpoena	2
42	Circuit Civil	NON-SRS	Foreign Judgments	3
43	Circuit Civil		Cases Unable to be Categorized	1



**SUBCASES AND WEIGHTS
FEBRUARY 2019**

	COURT TYPE	SRS/NON	CASE TYPE/SUB-CASE TYPE	WEIGHT
44	County Civil	SRS	Small Claims (up to \$5,000)	6
45	County Civil	SRS	Civil (\$5,001 - \$15,000)	5
46	County Civil	SRS	Replevins	4
47	County Civil	SRS	Evictions	6
48	County Civil	SRS	Other County Civil (Non-Monetary)	4
49	County Civil	NON-SRS	Registry Deposits without an Underlying Case	3
50	County Civil	NON-SRS	Foreign Judgments	3
51	County Civil	NON-SRS	Applications for Voluntary Binding Arbitration	2
52	County Civil		Cases Unable to be Categorized	1
53	Probate	SRS	Probate	7
54	Probate	SRS	Guardianship	10
55	Probate	SRS	Probate Trust	7
56	Probate	SRS	Baker Act	6
57	Probate	SRS	Substance Abuse Act	6
58	Probate	SRS	Other Social	4
59	Probate	SRS	Involuntary Civil Commitment of Sexually Violent Predators (If filed in this division)	8
60	Probate	SRS	Risk Protection Orders (RPO's)	6
61	Probate	NON-SRS	Wills on Deposit	1
62	Probate	NON-SRS	Pre-Need Guardianship	1
63	Probate	NON-SRS	Notice of Trust	1
64	Probate	NON-SRS	Petition to Open Safe Deposit Box	2
65	Probate	NON-SRS	Caveat	2
66	Probate	NON-SRS	Petition to Gain Entry to Apartment of Dwelling	2
67	Probate	NON-SRS	Physician's Cert of Person's Imminent Dangerousness per FS 790.065	3
68	Probate	NON-SRS	Professional Guardian Files	2
69	Probate	SRS	Vulnerable Adults	6
70	Probate		Cases Unable to be Categorized	1
71	Family	SRS	Simplified Dissolution	4
72	Family	SRS	Dissolution	9
73	Family	SRS	Injunctions for Protection	6
74	Family	SRS	Support (IV-D and Non IV-D)	8
75	Family	SRS	UIFSA (IV-D and Non IV-D)	6
76	Family	SRS	Other Family Court	5
77	Family	SRS	Adoption Arising out of Chapter 63	4
78	Family	SRS	Name Change	5
79	Family	SRS	Paternity/Disestablishment of Paternity	7
80	Family	NON-SRS	New Non-SRS Cases	2
81	Family		Cases Unable to be Categorized	1
82	Juvenile Dependency	SRS	Dependency Initiating Petitions	9
83	Juvenile Dependency	SRS	Petitions to Remove Disabilities of Non-Age Minors (743.015)	3
84	Juvenile Dependency	SRS	CINS/FINS	4
85	Juvenile Dependency	SRS	Parental Notice of Abortion Act	3
86	Juvenile Dependency	NON-SRS	Truancy	4
87	Juvenile Dependency	NON-SRS	Transfers for Jurisdiction/Supervision Only	4
88	Juvenile Dependency	NON-SRS	DCF Dependency Petition for Injunction pursuant to Chapter 39	4
89	Juvenile Dependency	NON-SRS	Other Non-SRS New Cases	2
90	Juvenile Dependency		Cases Unable to be Categorized	1
91	Civil Traffic UTC's		Uniform Traffic Citations	3





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AGENDA ITEM 7(a)

DATE: February 20, 2019
SUBJECT: Subcase Unit Cost Project
COMMITTEE ACTION: For discussion only

OVERVIEW:

The objective of the "Subcase Unit Cost" project was to develop a cost estimate for subcases especially for cases which Clerks do not currently collect a filing fee (Baker Act, Substance Abuse, and Injunctions for Protection (DV)). The methodology should be easily explained and could be used consistently over the years.

Steps:

- 1) For each subcase types filed multiply by the Weights which will result in total work units and/or work effort for each subcase.
- 2) Add up the work units for all subcases within the court division then divide each of the subcase work units by the total work units for the entire court division. This will result in a percentage (%) of total work units by subcase.

Example: CFY 16/17 Family Court Division

Family Court Subcase Types	Weight	Cases Filed	Work Units	% of total work units
Simplified Dissolution	4	10,219	40,876	2.41%
Dissolution	9	78,386	705,474	41.60%
Injunctions for Protection	6	84,739	508,434	29.98%
Support (IV-D and Non- IV-D)	8	15,929	127,432	7.51%
UIFSA (IV-D and Non- IV-D)	6	3,347	20,082	1.18%
Other Family Court	5	11,965	59,825	3.53%
Adoption Arising out of Chapter 63	4	4,925	19,700	1.16%
Name Change	5	6,219	31,095	1.83%
Paternity/Disestablishment of Paternity	7	18,210	127,470	7.52%
New Non-SRS Cases	2	27,683	55,366	3.26%
Cases Unable to be Categorized	1	210	210	0.01%
TOTAL		261,832	1,695,754	100.00%

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 7a - SUBCASE UNIT COST PROJECT

- 3) Multiply the percentage (%) of work units for each subcase by the budgeted costs for the applicable court division. (e.g. \$66 m. for Family Court Division). This will result in calculating the budgeted cost for each subcase type.
- 4) Divide the subcases filed into the budget cost for each subcase to arrive at a unit costs per subcase (e.g. \$155.68 for a simplified dissolution case vs. \$350.29 for a dissolution case).

Example: CFY 16/17 Family Court Division

Family Court Subcase Types	% of total work units	Budgeted Costs	Cases Filed	Subcase Unit Cost
Simplified Dissolution	2.41%	\$1,590,924	10,219	\$155.68
Dissolution	41.60%	\$27,457,570	78,386	\$350.29
Injunctions for Protection	29.98%	\$19,788,627	84,739	\$233.52
Support (IV-D and Non- IV-D)	7.51%	\$4,959,748	15,929	\$311.37
UIFSA (IV-D and Non- IV-D)	1.18%	\$781,606	3,347	\$233.52
Other Family Court	3.53%	\$2,328,433	11,965	\$194.60
Adoption Arising out of Chapter 63	1.16%	\$766,739	4,925	\$155.68
Name Change	1.83%	\$1,210,240	6,219	\$194.60
Paternity/Disestablishment of Paternity	7.52%	\$4,961,227	18,210	\$272.45
New Non-SRS Cases	3.26%	\$2,154,886	27,683	\$77.84
Cases Unable to be Categorized	0.01%	\$8,173	210	\$38.92
TOTAL	100.00%	\$66,000,000	261,832	\$252.07

Subcase Unit Cost - Factors

- Cases are reported accurately and consistently
- Case weights are applicable
- Budgeted costs allocations by court division are accurate
- “Snapshot” – one year of data
- Original Budget Request vs. Operational Budget

A methodology has been developed that calculates subcase unit costs that can be explained and can be applied consistently over the years. For example, the statewide budgeted unit cost for an DV subcase in CFY 2016-17 ranged \$233 original budget request to \$149 in the operational budget. In CFY 2017-18 DV subcases ranged \$229 in the original budget request to \$213 in the operational budget.

Decisions would need to be made on which budgets to use to make the calculation; however, in the meantime there are a couple of other ongoing projects that need to be considered that would impact any final decision on unit costs:

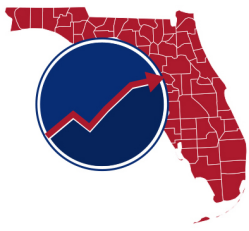
- New Case Verification Project (Clerk Burke and Clerk Cooney)
- Funding Model Project (Clerk Moore Russell)

AGENDA ITEM 7a - SUBCASE UNIT COST PROJECT

COMMITTEE ACTION: For discussion only.

LEAD STAFF: Douglas Isabelle, Deputy Executive Director

ATTACHMENTS: None



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AGENDA ITEM 7(b)

DATE: February 20, 2019
SUBJECT: Court Division Cost and Revenue Project
COMMITTEE ACTION: For discussion only.

OVERVIEW:

A cost and revenue for probate and family court divisions was completed for CFY 2016-17. The purpose of the project was to demonstrate to the Legislature the funding gap for specific subcase types within these court divisions. Six counties participated in the project: Clay, Citrus, Polk, Palm Beach, Hernando, and Brevard. **(Attached is project summary)**

The project continued for CFY 2017-18 to test the consistency of the template and to add county civil court division. Clay county examples will be provided during the workshop.

CCOC can make these templates available for other counties to use.

COMMITTEE ACTION: For discussion only.

LEAD STAFF: Douglas Isabelle, Deputy Executive Director

ATTACHMENTS:

- 1) Court Division Cost and Revenue Project Summary

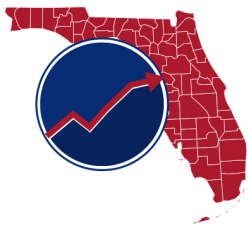
Costing Project Summary

October 2016 through July 2017

Agenda Item 7(b) - Attachment 1

Probate Court Division										Average	Median
% of cases with NO Fees										52.5%	50.02%
NO FEE cases % of TOTAL costs										35.9%	32.30%
% of indigent cases										1.6%	1.38%
Indigent cases % of TOTAL costs										2.9%	2.09%
No revenues to cover costs											
NO FEE cases										\$118,702.45	\$95,954.14
Indigent cases										\$6,531.46	\$4,019.15
TOTAL Costs										\$125,233.91	\$99,108.19
Family Court Division										Average	Median
% of cases with NO Fees										43.4%	47.22%
NO FEE cases % of TOTAL costs										37.2%	39.35%
% of indigent cases										16.5%	18.87%
Indigent cases % of TOTAL costs										18.6%	20.86%
No revenues to cover costs											
NO FEE cases										\$186,686.31	\$178,883.12
Indigent cases										\$117,243.71	\$59,653.43
TOTAL Costs										\$303,930.02	\$238,536.55
Net Cost for Court Division											
Probate										\$39,315.68	\$17,782.06
Family										(\$221,781.92)	(\$171,011.99)
TOTAL (10 months Oct-July)										(\$182,466.24)	(\$153,229.93)
Annualized 2016-2017										(\$218,959.48)	(\$183,875.92)





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AGENDA ITEM 7(c)

DATE: February 20, 2019
SUBJECT: Civil Indigent and No Fee Cases
COMMITTEE ACTION: For discussion only.

OVERVIEW:

The Clerks collectively began reporting civil indigent applications CFY 2017-2018. An estimated total of 67,648 applications for indigence was filed with the Clerks' offices and 57,086 were approved. Not surprisingly, most (80%) of the indigent applications filed and are being processed in the family court division.

This information helps explain work Clerk's perform with no compensation to offset costs. Additionally, the information will eventually show monthly and annual trends across counties, and court divisions (**Attachment 1 and 2**).

The Clerks collectively are also reporting subcases which has allowed the CCOC to report other no-fee cases (**Attachment 3**).

COMMITTEE ACTION: For discussion only.

LEAD STAFF: Douglas Isabelle, Deputy Executive Director

ATTACHMENTS:

- 1) CFY 2017-18 Civil Indigence Summary
- 2) CFY 2017-18 No Fee Cases
- 3) Risk Protection Orders (RPO's)

CFY 2017-18 Civil Indigence Summary

County	Peer Group	Number of Applications					Number of Applications Approved				
		Circuit Civil	County Civil	Probate	Family	Total	Circuit Civil	County Civil	Probate	Family	Total
Alachua	8	79	121	59	808	1,067	34	110	22	705	871
Baker	3	1	0	12	42	55	1	0	12	38	51
Bay	7	24	43	3	573	643	13	39	0	558	610
Bradford	3	20	16	4	111	151	16	16	4	111	147
Brevard	10	44	34	106	709	893	21	19	25	375	440
Broward	12	414	357	266	5,145	6,182	383	339	238	5,025	5,985
Calhoun	1	3	10	4	98	115	3	10	4	95	112
Charlotte	7	43	26	13	307	389	32	23	7	256	318
Citrus	6	4	25	3	272	304	3	24	2	181	210
Clay	7	20	18	59	305	402	20	18	59	273	370
Collier	9	19	48	84	624	775	18	45	83	597	743
Columbia	5	5	18	4	280	307	5	16	2	276	299
DeSoto	3	16	5	1	46	68	16	5	1	39	61
Dixie	2	0	0	0	0	0	0	0	0	0	0
Duval	11	147	216	267	3,566	4,196	111	234	262	3,522	4,129
Escambia	9	20	38	11	727	796	18	36	11	716	781
Flagler	6	7	9	7	159	182	7	9	5	154	175
Franklin	1	3	12	3	88	106	3	12	3	88	106
Gadsden	4	0	0	0	0	0	0	0	0	0	0
Gilchrist	2	1	1	1	178	181	1	1	1	14	17
Glades	1	1	2	0	14	17	1	2	0	13	16
Gulf	2	3	0	4	27	34	0	0	4	21	25
Hamilton	2	1	1	1	55	58	1	1	1	54	57
Hardee	3	0	10	5	86	101	0	10	5	84	99
Hendry	4	0	6	2	26	34	0	6	2	20	28
Hernando	7	15	105	4	592	716	14	102	4	571	691
Highlands	5	3	8	2	193	206	3	8	2	184	197
Hillsborough	11	273	762	316	5,552	6,903	287	681	231	4,446	5,645
Holmes	2	0	0	0	35	35	0	0	0	35	35
Indian River	6	98	25	10	88	221	77	19	8	68	172
Jackson	4	22	1	12	100	135	22	1	12	100	135
Jefferson	1	10	1	1	11	23	10	1	1	11	23
Lafayette	1	0	0	0	35	35	0	0	0	33	33
Lake	8	20	22	3	876	921	18	21	3	742	784
Lee	10	113	175	937	3,410	4,635	70	211	192	2,488	2,961
Leon	8	43	286	70	1,428	1,827	43	278	66	1,380	1,767
Levy	4	2	26	11	171	210	2	26	10	168	206
Liberty	1	3	2	0	61	66	2	1	0	60	63
Madison	2	4	2	1	56	63	1	0	0	37	38
Manatee	9	20	87	116	799	1,022	16	82	53	758	909
Marion	8	25	87	66	1,176	1,354	23	80	51	1,062	1,216
Martin	6	33	7	18	93	151	33	7	16	88	144
Miami-Dade	12	370	447	435	3,085	4,337	357	445	435	3,014	4,251
Monroe	6	12	16	10	69	107	9	13	10	60	92
Nassau	5	12	4	31	196	243	11	4	13	163	191

CFY 2017-18 Civil Indigence Summary

County	Peer Group	Number of Applications					Number of Applications Approved				
		Circuit Civil	County Civil	Probate	Family	Total	Circuit Civil	County Civil	Probate	Family	Total
Okaloosa	7	14	22	1	445	482	8	18	2	337	365
Okeechobee	4	7	8	3	105	123	4	8	3	96	111
Orange	11	284	362	514	5,518	6,678	77	251	243	4,328	4,899
Osceola	9	18	40	81	1,166	1,305	15	36	77	859	987
Palm Beach	12	211	444	544	3,570	4,769	123	219	158	2,268	2,768
Pasco	10	41	118	4	1,207	1,370	38	109	6	1,103	1,256
Pinellas	11	62	186	360	1,338	1,946	55	175	209	1,217	1,656
Polk	10	93	237	140	2,484	2,954	93	237	110	2,389	2,829
Putnam	5	0	4	2	265	271	0	4	2	262	268
Santa Rosa	7	30	12	1	377	420	9	12	1	238	260
Sarasota	9	78	100	115	638	931	60	90	98	558	806
Seminole	7	35	78	189	705	1,007	30	72	98	584	784
Saint Johns	9	15	25	9	245	294	13	23	9	227	272
Saint Lucie	9	44	95	51	670	860	41	90	42	628	801
Sumter	6	2	5	12	212	231	2	5	12	208	227
Suwannee	4	0	13	4	136	153	4	9	2	117	132
Taylor	3	3	4	6	86	99	2	4	2	81	89
Union	2	12	2	3	23	40	4	2	3	23	32
Volusia	10	54	178	39	2,365	2,636	51	159	34	2,291	2,535
Wakulla	3	26	389	7	169	591	26	389	7	169	591
Walton	5	10	24	4	156	194	8	24	4	152	188
Washington	3	0	1	1	26	28	0	1	0	26	27
Total		2,992	5,426	5,052	54,178	67,648	2,368	4,892	2,982	46,844	57,086

NOTES:

1. This report was created on 11/27/18 by CCOC staff.
2. The following counties are missing at least one report for CFY 2017-18: Gadsden, Dixie

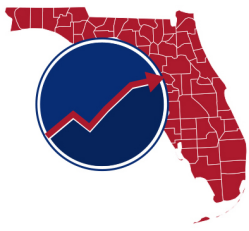
CFY 2017-2018 NO FEE CASES

County	Baker Act	Substance Abuse Act	Injunctions for Protection	Pre-Need Guardianship (Non-SRS)	Wills on Deposit (Non-SRS)	TOTAL
Alachua	1,524	81	607	13	274	2,499
Baker	8	29	80	0	0	117
Bay	235	96	795	1	316	1,443
Bradford	12	5	116	0	11	144
Brevard	586	230	2,545	1,110	1,271	5,742
Broward	4,815	551	9,300	66	771	15,503
Calhoun	15	38	142	0	3	198
Charlotte	963	42	916	0	416	2,337
Citrus	40	59	824	109	434	1,466
Clay	136	58	698	204	167	1,263
Collier	575	52	625	126	1,250	2,628
Columbia	288	71	319	4	0	682
Dade	4,487	972	8,126	105	712	14,402
Desoto	10	11	124	2	0	147
Dixie	8	10	117	0	0	135
Duval	2,918	412	5,929	387	882	10,528
Escambia	1,248	309	2,089	0	441	4,087
Flagler	37	82	0	32	130	281
Franklin	6	12	103	0	9	130
Gadsden	30	13	248	0	32	323
Gilchrist	19	1	91	3	0	114
Glades	3	2	45	0	4	54
Gulf	2	11	73	0	7	93
Hamilton	26	1	104	0	1	132
Hardee	5	40	146	0	10	201
Hendry	11	17	131	0	0	159
Hernando	1,465	85	1,014	89	499	3,152
Highlands	153	69	279	0	200	701
Hillsborough	3,708	1,080	6,968	470	1,392	13,618
Holmes	19	33	92	1	0	145
Indian River	185	58	506	0	456	1,205
Jackson	48	44	171	0	54	317
Jefferson	12	6	47	0	13	78
Lafayette	5	9	43	0	0	57
Lake	711	98	1,124	36	548	2,517
Lee	1,811	102	2,596	186	1,497	6,192
Leon	1,386	93	1,751	3	285	3,518
Levy	16	19	294	2	27	358
Liberty	10	8	60	0	0	78
Madison	25	0	91	0	0	116
Manatee	669	131	1,186	99	973	3,058
Marion	3,163	272	1,761	15	636	5,847
Martin	211	51	356	24	517	1,159
Monroe	41	48	347	11	77	524
Nassau	7	51	524	18	113	713
Okaloosa	524	76	1,016	7	316	1,939
Okeechobee	14	39	145	1	27	226
Orange	1,977	433	5,467	144	887	8,908
Osceola	251	248	1,690	32	143	2,364
Palm Beach	2,336	697	2,642	118	1,925	7,718
Pasco	1,487	224	2,477	203	1,357	5,748
Pinellas	3,063	66	4,582	141	2,826	10,678
Polk	2,241	442	4,681	306	867	8,537
Putnam	15	76	464	9	52	616
Santa Rosa	52	64	584	2	173	875
Sarasota	1,609	619	1,161	238	2,166	5,793
Seminole	796	404	1,641	81	491	3,413
St. Johns	219	67	424	207	443	1,360
St. Lucie	664	72	819	82	335	1,972
Sumter	33	19	221	6	381	660
Suwannee	13	25	272	2	34	346
Taylor	14	36	142	0	0	192
Union	17	4	68	0	4	93
Volusia	1,488	704	2,340	41	1,157	5,730
Wakulla	11	27	167	0	3	208
Walton	51	14	382	0	64	511
TOTALS	48,527	9,818	84,888	4,736	28,079	176,048



Risk Protection Orders (RPO's)

County	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	TOTAL
Alachua	0	1	0	0	0	1	0	2
Baker	0	0	0	0	0	0	0	0
Bay	0	1	0	0	3	3	0	7
Bradford	0	0	0	0	0	0	0	0
Brevard	0	0	0	2	2	1	2	7
Broward	9	31	25	19	25	30	16	155
Calhoun	0	0	0	0	0	0	0	0
Charlotte	0	0	0	0	0	1	0	1
Citrus	0	0	0	0	0	0	3	3
Clay	0	0	0	0	0	0	0	0
Collier	0	0	1	0	2	1	1	5
Columbia	0	2	3	0	0	0	0	5
Desoto	0	0	0	0	0	0	0	0
Dixie	0	0	0	0	0	0	2	2
Duval	0	0	0	0	0	0	1	1
Escambia	0	0	2	0	0	0	0	2
Flagler	0	0	0	0	1	1	1	3
Franklin	0	0	0	0	0	0	0	0
Gadsden	0	0	0	0	0	0	0	0
Gilchrist	1	0	0	1	0	0	0	2
Glades	0	0	0	0	0	0	0	0
Gulf	0	0	0	0	0	0	0	0
Hamilton	0	0	0	0	0	0	1	1
Hardee	0	0	0	0	1	0	0	1
Hendry	0	1	0	0	0	0	0	1
Hernando	0	2	1	0	1	0	1	5
Highlands	1	2	0	0	5	1	1	10
Hillsborough	0	5	6	9	7	8	10	45
Holmes	0	0	0	0	0	0	0	0
Indian River	0	1	0	0	0	2	0	3
Jackson	0	0	0	0	0	0	0	0
Jefferson	0	0	0	0	0	0	0	0
Lafayette	0	0	0	1	0	0	0	1
Lake	0	0	0	2	2	1	1	6
Lee	0	1	3	1	1	1	2	9
Leon	0	1	1	0	0	1	0	3
Levy	0	0	0	0	0	0	0	0
Liberty	0	0	0	0	0	0	0	0
Madison	0	0	0	0	0	0	0	0
Manatee	1	2	2	3	3	3	1	15
Marion	0	3	2	2	4	2	7	20
Martin	0	0	1	4	0	3	1	9
Miami-Dade	1	4	14	5	4	11	9	48
Monroe	2	1	3	0	2	2	0	10
Nassau	0	0	0	0	0	0	0	0
Okaloosa	0	1	0	3	2	3	1	10
Okeechobee	1	0	0	0	0	0	0	1
Orange	2	4	3	3	1	1	2	16
Osceola	0	0	0	1	0	1	0	2
Palm Beach	0	0	0	2	2	5	5	14
Pasco	0	5	7	3	6	1	2	24
Pinellas	2	5	14	25	21	33	22	122
Polk	1	1	34	29	19	24	26	134
Putnam	0	0	0	3	2	3	1	9
St. Johns	0	0	0	0	0	0	0	0
St. Lucie	0	1	1	2	4	1	6	15
Santa Rosa	0	0	0	0	0	0	0	0
Sarasota	0	1	3	2	5	1	4	16
Seminole	0	3	4	7	6	5	4	29
Sumter	0	0	0	1	0	1	1	3
Suwannee	0	1	1	0	0	0	1	3
Taylor	0	0	0	0	0	0	0	0
Union	0	0	0	0	0	0	0	0
Volusia	1	2	3	4	4	8	10	32
Wakulla	0	0	0	0	0	0	0	0
Walton	0	0	0	0	0	0	2	2
Washington	0	0	0	0	0	0	0	0
TOTAL	22	82	134	134	135	160	147	814



CCOC

FLORIDA CLERKS OF COURT
OPERATIONS CORPORATION

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CLAY COUNTY
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HOUSE APPOINTEE

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EXECUTIVE DIRECTOR

TODD NEWTON
GILCHRIST COUNTY

KYLE HUDSON
HOLMES COUNTY
SENATE APPOINTEE

JOE BOYD
GENERAL COUNSEL

PAULA S. O'NEIL, PH.D.
PASCO COUNTY

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AGENDA ITEM 7(d)

DATE: February 20, 2019
SUBJECT: Continuing Cases
COMMITTEE ACTION: For discussion only

OVERVIEW:

The Clerks collectively began reporting continuing cases in 2014-15. The purpose of reporting this information was to demonstrate that processing new case filings only accounted for a small fraction of the workload (**Attachment 1**).

While overall new cases have been decreasing, predominantly because of less civil traffic cases, there is a significant workload that is carried forward from prior years. The 2017-18 continuing cases data were due to be reported to the CCOC by December 31 and is currently being compiled. Total work is anticipated to increase from last year.

COMMITTEE ACTION: For discussion only.

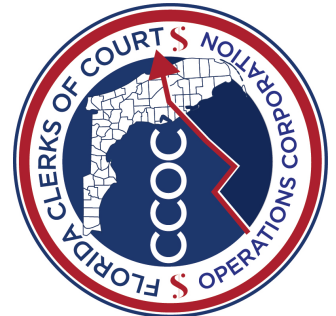
LEAD STAFF: Douglas Isabelle, Deputy Executive Director

ATTACHMENTS:

- 1) Continuing Case 3-year summary

CONTINUING CASES AND ITS IMPACT ON WORKLOAD

Court Divisions	During 2014-2015							
	2013-14	2012-13	2011-12	2010-11 plus	TOTAL	New Cases Filed	TOTAL WORK	% prior year cases worked
Circuit Criminal	158,532	96,391	70,953	321,338	647,214	257,638	904,852	71.5%
County Criminal	181,086	108,746	39,018	299,571	628,421	385,119	1,013,540	62.0%
Delinquency	35,475	16,778	9,138	28,302	89,693	65,843	155,536	57.7%
Criminal Traffic	185,740	83,422	52,529	223,301	544,992	346,243	891,235	61.2%
TOTAL CRIMINAL	560,833	305,337	171,638	872,512	1,910,320	1,054,843	2,965,163	64.4%
Circuit Civil	159,171	125,378	82,022	172,705	539,276	185,764	725,040	74.4%
County Civil	204,954	139,046	62,593	140,851	547,444	433,932	981,376	55.8%
Probate	43,531	28,910	11,586	63,394	147,421	158,987	306,408	48.1%
Family	108,966	74,496	42,561	346,883	572,906	262,211	835,117	68.6%
Dependency	12,138	6,338	3,922	13,235	35,633	18,693	54,326	65.6%
TOTAL CIVIL	528,760	374,168	202,684	737,068	1,842,680	1,059,587	2,902,267	63.5%
Civil Traffic	876,420	190,626	123,372	474,531	1,664,949	3,107,997	4,772,946	34.9%
TOTAL	1,966,013	870,131	497,694	2,084,111	5,417,949	5,222,427	10,640,376	50.9%



CONTINUING CASES AND ITS IMPACT ON WORKLOAD

Court Divisions	During 2015-2016					
	2013-14	2012-13	2011-12	2010-11 plus	TOTAL	New Cases Filed
Circuit Criminal	158,114	101,320	63,717	262,034	585,186	256,241
County Criminal	173,221	59,272	30,952	194,743	458,188	367,240
Delinquency	35,918	18,790	8,855	28,349	91,912	62,013
Criminal Traffic	152,891	62,923	34,642	168,575	419,031	318,374
TOTAL CRIMINAL	520,144	242,306	138,166	653,701	1,554,317	1,003,868
Circuit Civil	142,510	88,364	57,074	139,669	427,617	183,272
County Civil	216,231	82,114	55,026	175,475	528,846	434,246
Probate	49,638	22,780	13,852	48,881	135,151	162,398
Family	118,100	57,217	44,142	296,282	515,741	268,386
Dependency	12,553	7,171	3,371	11,336	34,431	17,991
TOTAL CIVIL	539,032	257,646	173,465	671,643	1,641,786	1,066,293
Civil Traffic	652,056	132,988	82,247	332,599	1,199,890	2,927,226
TOTAL	1,711,232	632,940	393,878	1,657,943	4,395,993	4,997,387
						9,393,380
						46.8%

Court Divisions	During 2016-2017					
	2013-14	2012-13	2011-12	2010-11 plus	TOTAL	New Cases Filed
Circuit Criminal	192,934	130,690	103,518	279,475	706,617	249,612
County Criminal	199,644	84,839	58,447	217,891	560,821	353,837
Delinquency	38,937	22,474	11,840	26,606	99,857	56,988
Criminal Traffic	202,038	96,017	71,678	213,615	583,348	380,986
TOTAL CRIMINAL	633,553	334,020	245,483	737,587	1,950,643	1,041,423
Circuit Civil	149,673	89,435	94,977	155,335	489,420	176,263
County Civil	227,215	106,202	64,745	168,280	566,442	475,275
Probate	53,785	26,968	19,304	53,712	153,769	167,747
Family	129,189	73,199	58,458	345,419	606,265	261,832
Dependency	13,312	9,073	5,440	13,448	41,273	15,915
TOTAL CIVIL	573,174	304,877	242,924	736,194	1,857,169	1,097,032
Civil Traffic	863,804	171,808	96,858	251,824	1,384,294	2,727,802
TOTAL	2,070,531	810,705	585,265	1,725,605	5,192,106	4,866,257
						10,058,363
						51.6%