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ROB BRADLEY
BRADLEY, GARRISON & KOMANDO, P.A.
GENERAL COUNSEL

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

Minutes of June 26, 2024, PIE Committee Meeting

Committee Action: Review and approve with amendments, as necessary.

The Performance Improvement and Efficiencies Committee of the Clerk of Courts Operation Corporation (CCOC) held a meeting via WebEx on 06/26/24. An agenda and materials were distributed and posted on the CCOC website before the meeting. Provided below is a summary of staff notes from the meeting. These staff notes are designed to document committee action, not to be a complete record of committee discussions. All motions adopted by the committee are in **bold** text. All action items based on committee direction are in **red** and **bold** text.

1. Agenda Item 1 – Call to Order and Approve Agenda

The meeting was called to order by Chair Laura Roth. Johnny Petit, CCOC Actuarial Performance Analyst, called the roll.

Present for meeting [Webex]: Laura E. Roth, Esq. (Volusia), Chair, Stacy Butterfield, CPA (Polk), Doug Chorvat, Jr. (Hernando), Crystal K. Kinzel (Collier), Michelle R. Miller (St. Lucie), Victoria L. Rogers (Hardee), Angela Vick (Citrus). Late: Tara S. Green (Clay) Clayton O. Rooks (Jackson).

Absent from the meeting: Gary J. Cooney, Esq. (Lake), Brenda D. Forman (Broward), Matt Reynolds (Putnam).

A motion to approve the agenda as presented was made by Clerk Vick and seconded by Clerk Butterfield. The motion was adopted by consent.

2. Agenda Item 2 – Approve Minutes from 03/15/24 Meeting

The minutes from the 03/15/24 PIE Committee meeting were presented. Clerk Kinzel noted that in the minutes, on page 4 under #3, there was a spelling error that should be corrected from “dead dive” to “deep dive”. Johnny Petit and Clerk Roth assured that the typing error would be fixed.

A motion to approve the minutes with the edits suggested was made by Clerk Kinzel and seconded by Clerk Chorvat. The motion was approved.

3. Agenda Item 3 – PAC framework/Case Weights Work Group

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Chair Roth read an email she received from Doug Isabel regarding the latest CCOC PAC framework and some of the history behind the document, then presented the framework document to the Committee. Besides providing and explaining the PAC framework document, Mr. Isabel also volunteered to be of any help within the workgroup, if it was needed.

Chair Roth mentioned how in past budget committee meetings the staff had been trying to lean towards really trusting the data and using the Weighted Workload Measure (WWM). This had come up frequently because when there was money above the base budget that had been carrying for a couple of years, some data should have been applied to those funds. Chair Roth also said that based on her attendance of some of the past workshops there had been a lot of good work done regarding the accuracy of the case weight, which then fed into the weighted workload. According to her, Clerk Cooney and his staff at Lake County already had a large workload that sorted through the case weights as they were being revised, in addition to the case counts. So, they would typically go back and forth between each county and the business rules to ensure all the counties were not only weighing the cases the same but also counting the cases the same.

Chair Roth gave a few examples to denote the problem at hand. For example, a will on deposit would be considered a 1 since all it would take was for someone to digitize the will, while a more involved guardianship or domestic violence case may be considered a 7, 8 or a 9 since it would require more hands-on work. She expressed that while there had been excellent workshop meetings regarding these case weights where everyone agreed, typically issues did arise throughout the year due to different case activity. Chair Roth gave another example regarding PIP. There was a good argument going on regarding if the PIP counties that didn't have to have 2 hearings should have received a smaller weight, whereas full blown PIP cases might have gotten a heavier weight. So, there were still small wrinkles in practice that needed to be revised further.

Chair Roth mentioned that although she wished Clerk Cooney was on the call to understand where they were at in his committee, they were also looking for him to eventually look at and revise the PAC framework. She proceeded to explain that the problem was in that they could do all the work and analysis to say if they were accurately weighing cases, but the basis of what cases were being weighted and how they were being weighted somewhat intersected with the PAC framework. The PAC framework was the foundational document that outlined the types of cases, and the tasks associated with each case. This document could then be used to determine the workload associated with each type of case.

Chair Roth commented that at the last budget committee meeting Clerk Green and others had mentioned that there was major support for data being applied to their dollars. However, if the PAC framework had not been updated, there may have been some case types missing or mistakes in case weight, because until its updated it would not jibe. However, she still had an issue with how it seemed that they go through this cycle that every time the budget committee starts getting ready to disclose how much money is appropriated and methodology starts to be questioned, the same concerns regarding mistrust of the data

and its application to workload comes up. She gave an example considering the new legislature adding a new duty of a hope card to DV cases. She explained how once the new tasks are added to the PAC framework, then that new task may influence the case weight.

Chair Roth asked and ensured that everyone understood the relationship between case weight and the PAC Framework. She then began to elaborate that she had 2 main goals to review with the committee. She began by expressing that she was unsure of the current structure Clerk Cooney had in place regarding the case counting workgroup and the case weight stuff, like whether they were standing committees or workgroups. However, her suggestion was if they could attempt to get more structure on those things. She believed it was too much for one person, Clerk Cooney, to handle the case counting and case weight workgroups in addition to the revisions to the PAC framework. Adding more structure would create more accountability since no one would like to see tainted bias in the data. She suggested it might be a good idea to have two separate committees running that may intersect in leadership, that way it would build additional accountability. This would ensure that nobody could say that one person skewed the data in a direction to benefit their own county. Chair Roth added that if you had a standing workgroup that met every year after legislature to work on and revise the PAC framework alone, they could then hand it off to the case weight workgroup, in which they would take that adjusted framework and revise the respective case weight. She concluded by summarizing that she is suggesting two separate standing committees and a timeline that would work for that process.

Stacy Butterfield expressed that she liked the idea. However, she wanted to clarify with Chair Roth if she wanted to add two standing committees in addition to Mr. Cooney's work with the audits totaling to three committees, or if she would've liked to give the case weight committee responsibility to Clerk Cooney along with his auditing tasks, and just add an additional committee for the PAC Framework. Clerk Roth clarified that she thought the same people who did the case counting and case weights were the same ones that worked through the audits on it. Clerk Kinzel assured her that they were. Clerk Butterfield then asked if Chair Roth was proposing to keep that system. Chair Roth said she is open to ideas. Her initial idea was just to have one leadership standing on the PAC framework and another on case weights and case counting, but if Clerk Butterfield thought they could be more thorough by breaking that up three ways, then that could be another idea. Clerk Butterfield says that she would prefer to take baby steps and that it was a great idea. She liked the concept of putting a standing workgroup together for the PAC framework and the time frame so it could be handed off each year. She did not think that the weights needed to be reviewed each year, but it couldn't hurt. She said to leave the case counting with the business rules to Clerk Cooney.

Chair Roth told Clerk Butterfield that until they saw what PAC did, then they wouldn't know. She commented that it could be one meeting where almost nothing changed and it the meeting would be resolved quickly, but she believed the case counting workgroup would need to review the PAC framework at least once a year. Clerk Butterfield said she was all in favor of that and thanked Chair Roth. She also offered to make a motion to that effect if

Chair Roth would like. Chair Roth wanted to hear from Clerk Kinzel first to ensure she didn't have a different track and then they could go to a motion.

Clerk Kinzel commented that one of the things that Chair Roth mentioned was the original time studies and that is why she believed that it is critical since that information is six years old and they had automated so many things since that point. So, what may have been perceived as a heavier weighting, or she agreed absolutely with the example of legislative changes, but she had even considered the inclusion of technology. She gave the example of traffic tickets that take basically nothing, she could do many more of those and not need another employee or anything else since it is so automated. This had taken the way all the way through to what was happening in the court, they were trying to eliminate hand touch and do all of that. So, since the time study for the weighting was over six years old, and technology has accumulated since then, just taking the case count based on those old weights, she had argued for many years that it was typically unfair. She argued if you were in one place or thrown into a peer group, then that really would not reflect what each Clerk was doing, it would be an average of an average of an average. So, if someone were to process the cases more quickly and get more money, it still would not seem to help. She envisioned a bit of a nuance with workloads including the collection or completion of cases or the processes for efficiency factoring into that case load, so that they could all get more alike in how they are handling things to better facilitate the comparison. Her concern was how they were comparing. If it was not updated every year, at least, with the idea Clerk Roth was recommending. Clerk Kinzel thought it was a perfect idea and she would argue it needed to be done sooner rather than later, being that it had been six years since the original time study happened.

Chair Roth thanked Clerk Kinzel and mentioned that the first year would be the biggest heave, but she reiterated that what Clerk Kinzel was speaking to was PAC when she mentioned the issue of technology. That was why they were in this tangle of weight because there was not enough emphasis on PAC. This was because the PAC framework would be reflecting what Clerk Kinzel was commenting about. That was essentially what they were missing because if they quickly realized if a case went from a hundred tasks to two tasks and then they would quickly flip it. They would then hand that over to case weights and those changed would trigger the revision in case weight.

A motion to establish the standing workgroup to review and update the PAC framework as necessary was made by Clerk Butterfield and seconded by Clerk Vick.

Clerk Vick commented that she had an observation for consideration when the PAC framework was reviewed. To follow up Clerk Kinzel's comments, and another thing to consider when analyzing the difference in how clerks handle things, the consistency would of course have to be there, but another factor that she believed people don't think about was when they are going through the PAC framework would the framework be purely developed based on roles of administration and the duties that are specifically the clerks. Her point to this was that something they talked about on a routine basis during the budget evaluation, or the administrative orders, or the clerks that are doing things that they do not

have to do, so when the PAC framework is developed, would it contemplate that there are things that are additional to the duties, or was it purely developed according to the roles of the clerks under the statute and their duties. Clerk Vick wasn't sure how blended that idea was. She wanted to bring it up as something that was also part of the discussion and that the product that they come up with that they call the PAC, historically the betty book, was something that does purely contemplate those things that are the clerk's duties. Chair Roth added that it would be the core functions, or the essential functions of the clerks. Clerk Vick just wanted to put that conversation out there to ensure that something wasn't being included that really wasn't a clerk's duty, but that would add to the weight of that case.

Chair Roth said she understood what Clerk Vick was saying completely. She added that she had a good person to speak to that, because she was involved in the PAC framework before. Chair Roth agreed it should be core duties only if it was going to be applied across the board, because you couldn't have counties who have outliers. She gave the example of someone with potentially super enhanced functions, where they would need a weight of 10 for wills on deposit because they do "a special dance" for wills and deposits. This would not be included. Clerk Vick chimed in to say she agreed it should be core duties only.

Chair Roth called out to Clerk Green since she had been previously involved with the PAC framework and asked her to be chair of the standing workgroup due to her historical knowledge with PAC. She asked Clerk Green if she would speak to Clerk Vicks comments and talk to them about the philosophy of the PAC framework and what kind of tasks are counted.

Clerk Green apologized for arriving late. She mentioned to Clerk Vick that her point was very well taken, and it was something that her and Mr. Cooney had talked about more recently than not because there were extenuating circumstances potentially out of their control that could change how much work is related to the core functions. She used the example of the TORT reform, in some counties they were scheduling hearings and showing up to those hearings, so the work was a little more. In other counties, they invoked civil rules, so they were kind of running through the cases a lot faster. In her opinion, the PAC framework fed the weighted workload, and the weighted workload fed the budget. So, for weighted workload to be a valuable tool as a variable within budget, they must make sure that when they have those extenuating circumstances that aren't necessarily by choice by a clerk, whether it's an administrative order, or whether if it's the courts chose to run cases. Whatever it is they must factor that into potentially how that affected the weighted workload for that county and to her it was a vetting process, not automatic. The PAC framework was kind of the benchmark of what they did, and how they were prescribed to do it in laws and rules. From there if there were any extenuating circumstances and variables that have increased the workload based on possibly case type or something related, then that would then be a discussion would have with the case wight group to figure out if that would change that weight for that county from a budgeting perspective. Clerk Green added that she thought it would be an interesting conversation to get to a more equalized process so that all things are treated fairly given that there may be different circumstances. She hoped she

had answered Clerk Vicks question, but she did think this was something that both workgroups needed to negotiate and work through on an annual basis.

Chair Roth chimed in to say the year at hand would be especially difficult because they need work to start very quickly. She thanked Clerk Green and called on Clerk Kinzel.

Clerk Kinzel agreed with Clerk Vick that they had said this all along. She used the example of if they should run over and get an administrative order so that they could get two people in the courtroom, because she could have gone to do that, but they do not have the budget to even funds the duties that they were currently performing. She added that sticking with the actual rules and including things like the court cases that Nicky had recently dealt with regarding how many court houses and how many satellites, some of that might have needed to become a local discretion that must be subsidized by the local versus applying the rules of the judicial to what they are doing to that budget distribution. Because for example her county had satellites, but other people had two or three courthouses, so they get subsidized, then she must get her local people to do subsidy to them right now and the administrative orders can be random. She knew she could go ask her judge for an administrative order that said he wants two satellites in each courtroom which he could sign tomorrow, but she still wouldn't have the money to be able to provide that. So, she reiterates that Clerk Vick made a great point, and she was very sorry Clerk Vick will not be able to be present when it is discussed further. Chair Roth thanked Clerk Kinzel.

Chair Roth related to Clerk Kinzel's comments and mentioned how she is one of the counties where they must go to every single hearing, even if it is a discussion in the chamber, they are required to be present. She agreed and said that her county does not have the budget either but that is typically disregarded. Chair Roth calls on Clerk Green.

Clerk Green wasn't sure if this was already addressed but of course what made this successful several years ago, when they implemented or revisited the betty book, was the people on the workgroup, which were the real experts. She stated she would be looking for those experts to be part of this workgroup, so that they could use their expertise, knowledge and feedback. She mentioned Clerk Cooney was also a part of this, while she does not see him on the call and believed he was a part of the case weight one. She believed this was critical. She was unsure if Chair Roth had put out any of the clerks on the call to identify anyone in their office that would be a good participant of the workgroup, but she would take all.

Chair Roth agreed that they needed that. She wanted to decide if Clerk Green wanted to blast everybody with volunteers for it or what. She mentioned that they had not gotten to that yet because they were just floating the idea that they have a motion just on the concept of their being a standing workgroup on the PAC framework. She never found out technically if Clerk Cooney's work with case weights was already a standing workgroup or if they would need to be voting on that as well. She was still unsure if that was just an unofficial workgroup. She added that they also need to talk about timeframe, but the motion at hand was simple. She reiterated the motion that they would establish a standing PAC framework

review workgroup that would stay standing because it would have to activate every year. She asked the committee to ensure that was the motion they had, and they responded yes. She called on Clerk Miller.

Clerk Miller posed a question for Clerk Green that although she does not know a lot about this, if possible, she would like to join just to learn. She could stay in the background and did not need to be a member, but she would like to learn more about it if that was okay. Clerk Green responded saying absolutely that she would not turn anyone away. Chair Roth mentioned that it was such a good idea. She said they needed some hardcore experts that have been in the office for a long time, because they would have more insight. Clerk Kinzel mentioned that she could volunteer herself or even Jill who had been there for 35 years, so she had seen it all.

Chair Roth liked the idea, like Clerk Miller had just said, and mentioned to Clerk Vick it would be neat if she could handle that new clerk stuff. She asked Clerk Vick who the new Clerk Academy Chair was currently, and Clerk Vick said she believed it was still Billy Washington. They had not yet received committee assignments from their new incoming president yet. Chair Roth adds that at the moment they did not know who was who anymore. She reiterates that it is a neat idea because Clerk Vick could loop in the newer clerks into that workgroup because it would be a good learning experience.

Clerk Miller added that it would build the bench of expertise so that they could pass on the chairmanship to clerks who were familiar with the process when clerks must roll off. Chair Roth added that it was a great idea. She wondered if maybe they could speak to Mr. Washington in potentially making it a credit where it would be necessary for new clerks to be in the standing PAC framework workgroup.

John Dew chimed in to say that they provide the funding for the new clerk training, so they could place any of those ideas on the agenda. Chair Roth thought that they should start thinking about that because she thought it was a great idea. Mr. Dew agreed that it was a good idea. Chair Roth thanked Clerk Miller.

Clerk Vick followed up with Mr. Dew that this idea was pitched historically in CA, and Mr. Dew could attest to that they would make it a point to discuss the committees, the CCOC, when they go through the orientation and talk about CCOC that they go over the different committees and their roles and the same with FCCC. So, there was the time to really get in front of them and ask about it. Citrus County was still happy to participate in this, Cathy Davis was on it and mentioned that Ms. Davis would be retiring next summer as well. So, to be able to create successional and for that expertise and knowledge, she worked with another person in her office that would also be able to participate on that workgroup to do exactly what Clerk Green was saying and keep the knowledge flowing to the next generation.

Chair Roth added that the new workgroup could end up doing multiple wonderful things, helping train, helping succession and getting the workload straight for them. They had not gotten to the timeframe either so she wanted to talk about that for a second because she

was not clear if they should add it in to the current motion or if they should do it in phases. She unfortunately was unsure in that instance that all she was looking for was to say that there is a standing workgroup. She needed realistic feedback from Clerk Green and wished that Clerk Cooney could also provide feedback, but one of the goals that she mentioned quite a bit about why they were doing this was all about the budget cycle and the fact that they know good and well when that would hit them, so they really didn't need to end up in the budget committee meeting talking about how no one had looked at the weights, they could predict that. She mentioned that this year they were running kind of behind because they were just doing it, and they were already at the beginning of July pretty much. But the goal was that the relevant information was updated so that they had better confidence in it going into it being applied to whatever measure ended up being applied and the data could be applied to excess funds and maybe one day it would even be applied to the core. For the moment they generally just applied it to what was above and beyond the base budget. What she was attempting to get at was whether they should also work out a timeframe in the motion in which they expect these committees to do their work and then hand it off to the next one, to ensure that it is in the budget cycle. She was unsure if it was realistic, but she was just looking for an estimate to say for example that the PAC Committee would not convene later than July 1. She believed this would make sense since that is when they are sure if the new laws were signed off on and would go into effect on July 1, and they usually get all the bills signed and such before then. But could it be where that committee had for example the month of July until August 10th or something like that, to make sure they had their succession of meetings and whatever it took to get it done so that they could then pick a date, for example August 10th, which by then it would have to be handed off to case weights. She mentioned it wasn't about case counting because that was a separate thing.

Clerk Kinzel thought it would make sense to ask for the joint workgroup to establish a schedule of meetings and deliverables, for each fiscal year or something like that. She believed that could be something that the workgroup pitched back to the PIE Committee.

Chair Roth agreed that they would need to have a calendar but that they would need to discuss it first. She agreed that Clerk Kinzel's suggestion would make more sense than the PIE Committee dictating the specific dates now. She suggested it be added to the motion that they are approving the PAC standing workgroup in addition to the existing standing workgroup as a joint taskforce, and the first task would be that as soon as practically possible that they would have a meeting that would establish a suggested timeframe framework for how the two committees would operate.

Clerk Kinzel wanted to ensure she was on the same page, the way she was seeing this as that there was a standing PAC framework group that worked the PAC framework, kept it up to date, and current/relevant. Then, there was the standing case weight workgroup which evaluated the cases and did the case counting and weighted workload measure. The group together is where the updates to the weighted cases based on any updates of the core functions is where that conversation would begin and is established how that would play out throughout the year up to the budgeting process. She asked if she was on the right page. Chair Roth responded yes.

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Chair Roth agreed and mentioned how it wouldn't matter if PAC and case wights were meeting at various times throughout the year or however they'd like to do it. The group they were attempting to put on a timeline that they are trying to structure a timetable was for the joint work, like Clerk Kinzel mentioned, where the joint workgroups would have to come together and then they would have a schedule for that. Chair Roth asked the committee if they were all following what they were trying to work through and opened for further questions or comments. She reiterated that they were just establishing the two standing committees, and in addition to the new added standing committee, they would recognize that these committees jointly should work together on coming together to create a timeframe or a plan. Clerk Welty chimed in to recommend it be called a work plan.

Chair Roth stated that the committee would be coming up with a work plan and schedule because it was timely. That was why unlike most workgroups, there were distinct deliverables that needed to be made by distinct times in the calendar year that they were all aware of.

Chair Roth posed a question towards Clerk Green because she was hoping she would be the leader of this: what about the current year? They had come a very long way with clerks wanting to use data for some of this and they were really getting that it was a good idea. There had been a lot more support for weighted workload than there ever had been in the past couple of years. So, in the timeframe that they were currently standing in, was this achievable to get this work done this year for this budget cycle.

Clerk Vick asked if Chair Roth was talking about 2025. Chair Roth explained how they were already talking about applying weighted workload as part of the methodology to coming up the money they were getting ready to be giving up and they didn't know what the number was yet, because the REC hadn't met. Once the REC met then they would know the number. She called out for Clerk Green for her opinion.

Clerk Green apologizes, she was called into an emergency call. Chair Roth said unfortunately since they were just establishing this now and they knew it was deliverables, and there were very specific dates that they needed this by, so was it achievable that year to get some PAC updates. Clerk Green asked when Chair Roth said that year if she meant by the end of September? Chair Roth said yes, it would be in time for it to be usable. Clerk Green asked if she was looking for it to be usable for budgeting? Chair Roth said yes.

Clerk Green mentioned that was aggressive with everything else going on. She would like to say yes, that would be a great goal, but she was not sure about getting the workgroup together, since some people will be new, they still had to get them up to speed on what it is, how it was developed, and do some analysis. She just did not think all of that was feasible, to do it right. Chair Roth agreed that this was her concern. She would not want to lose the entire concept, because there had already been good support in the last few years for using data. Clerk Green made the point that their deliberation is October 5th so they would need to be done by then, and she did not think they would be done by then.

Clerk Chorvat chimed in to say that it was not attainable, and it would just make everybody mad. Chair Roth replied saying okay, but asked if they agreed that this did not necessarily mean that the current framework is complete garbage, and it killed all the good work that had been done thus far. Clerk Chorvat and Clerk Vick both agreed. Chair Roth mentioned that this was one of her concerns because you could endlessly pick on something and say that it shouldn't be applied to a person because it is not perfect.

Clerk Kinzel mentioned that they need a new system sooner rather than later because it had not been inadequate for a while. So, she really believed that this was a move in the right direction. Chair Roth agreed. Chair Roth proposed that if they asked case weights to meet as soon as possible without the PAC, that they might already have distinct issues that should be presented. She reiterated it was difficult to have the discussion without Clerk Cooney on because she already had some of the issues in mind. Chair Roth mentioned how a lot of the case weights were very clear, and some weights did not need to be changed. She thought however that they had already been given a couple nuances. One was PIP on whether there should have been a split in case weights on PIP counties that get thousands of cases a day. Those would possibly have a smaller weight since not as many hearings were necessary as compared to normal PIP counties that did not get as many of them, but they were more work per case. She believed that there was just a couple of things like that. She needed to get together with Clerk Cooney to further discuss case weights.

Chair Roth mentioned how having Clerk Green kick off the PAC workgroup would be very helpful, and the case weights could still be adjusted within the current cycle. She believed that part could get done, if they could get on it by July because it would just be a couple of issues until the PAC got updated.

Chair Roth clarified if everyone was understanding the motion they had standing and if there were any questions or concerns.

She asked if Clerk Butterfield was still present, although Clerk Green had done a good job reiterating the motion. Mr. Dew mentioned that Clerk Butterfield would not be able to get the motion going. Chair Roth said they would just have to let her motion stand as it was.

A motion to establish a standing PAC framework workgroup that shall work in conjunction with the case weight workgroup was made by Clerk Butterfield and seconded by Clerk Vick. The motion was approved unanimously.

Chair Roth stated how she would be appointing Clerk Green to be Chair of the new workgroup given her history with the PAC framework, and Doug Isabel would be available to help as well.

Chair Roth asked if they needed any more details are far as the when, where and how of this; and added if someone would help her in getting Clerk Cooney up to speed with the changes. She asked Clerk Green if she would initiate conversations with Clerk Cooney about

the new standing workgroup and how that would intersect. Clerk Green had stepped out of the meeting due to an emergency. Chair Roth said they would eventually reach out to Clerk Cooney and get him up to speed.

Chair Roth thanked and appreciated everyone's support for the motion. She knew the current year would be touch since they were starting late so they will see what could get done, which may be more in the case weights workgroup, and they will come back to PAC in the following year.

Chair Roth called on Clerk Kinzel. Clerk Kinzel mentioned how someone mentioned in the chat that the link on the clerk's webpage for the PAC is broken. She wanted to make sure Griffin Kolchakian had read that message to get that fixed, so that everyone could do some work ahead of time to be more familiar with everything. Griffin asked and clarified what the issue was. Chair Roth mentioned it was the link on the FCCC website. Johnny Petit stated he would send an email to the committee with the correct working link to the PAC. Chair Roth agreed and mentioned they should make a note to speak to FCCC about the broken link.

4. Agenda Item 4 – Other Business

Clerk Roth asked if there were any questions, comments, or further business that needed to be addressed. Hearing none, Clerk Roth adjourned the meeting at 11:00 AM.