



PIE COMMITTEE MEETING
February 07, 2025



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

PERFORMANCE IMPROVEMENT AND EFFICIENCIES COMMITTEE MEETING

February 07, 2025

Meeting: 11 AM – 12:30 PM, Eastern

Zoom Link: <https://us06web.zoom.us/j/86000133790?pwd=VkYDrEyp70UxwF8CmMCvCTeLwbitqMk.1>

Meeting ID: 860 0013 3790; Password: 221854

Conference Call: 1 305 224 1968; Access Code: 860 0013 3790

- 1) Call to Order and Approve Agenda Hon. Laura Roth
- 2) Welcome Hon. Traci Perry Hon. Laura Roth
- 3) Approve Minutes from the 11/04/24 Meeting Hon. Laura Roth
- 4) Cases and Subcases Update Johnny Petit
- 5) PMAP Update..... Johnny Petit
- 6) SMART Action Plans..... Johnny Petit
- 7) New Compliance Initiatives Jason Welty
- 8) Workgroup Updates
 - PAC Workgroup Update..... Hon. Tara Green
 - Payment Plan Workgroup Update Leonard Carper
 - Future Performance Workgroup Update Jason Welty
 - Case Counting and Business Rule Workgroup Update Hon. Garry Cooney
 - Workgroup recruitment..... Johnny Petit
- 9) Other Business Hon. Laura Roth

Committee Members: Laura E. Roth, Esq. (Volusia), Chair, Stacy Butterfield, CPA (Polk), Doug Chorvat, Jr. (Hernando), Gary J. Cooney, Esq. (Lake), Brenda D. Forman (Broward), Tara S. Green (Clay), Crystal K. Kinzel (Collier), Michelle R. Miller (St. Lucie), Matt Reynolds (Putnam), Victoria L. Rogers (Hardee), Clayton O. Rooks (Jackson), Traci Perry (Citrus)

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.



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AGENDA ITEM 2

DATE: February 7, 2025
SUBJECT: Welcome New Committee Member
COMMITTEE ACTION: None

OVERVIEW: Welcome Hon. Traci Perry, Clerk of the Circuit Court and Comptroller of Citrus County, who agreed to serve on the PIE committee.

COMMITTEE ACTION: None



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Minutes of November 04, 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 Zoom on 11/04/24 at 1:00pm. 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.

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, Doug Chorvat, Jr. (Hernando), Gary J. Cooney, Esq. (Lake), Brenda D. Forman (Broward), Tara S. Green (Clay), Crystal K. Kinzel (Collier), Michelle R. Miller (St. Lucie), Victoria L. Rogers (Hardee).

Absent from the meeting: Stacy Butterfield, CPA (Polk), Matt Reynolds (Putnam), Clayton O. Rooks (Jackson), Angela Vick (Citrus).

Chair Roth mentioned she would like to move agenda item 3, down to after agenda item 5. She also mentioned the new PMAP report would be done by that Friday and would be voted on via email.

A motion to approve the agenda with the proposed edits was presented was made by Clerk Kinzel and seconded by Clerk Miller. The motion was approved with no objection.

Agenda Item 2 – Approve Minutes from 06/26/24 Meeting

The minutes from the 06/26/24 PIE Committee meeting were presented.

Clerk Kinzel had a few edits to be made. On page 8 she requested a change to the second paragraph from “two people” to “two clerks in the courtroom”. On page 12 a change needed to be made to the second paragraph to remove the word “not” in the first sentence, to now say “it had been inadequate”.

A motion to approve the minutes with the proposed edits was made by Clerk Miller and seconded by Clerk Kinzel. The motion was approved with no objection.

Agenda Item 3 – PMAP Update

Chair Roth called on Mr. Petit to present the PMAP Update.

Mr. Petit mentioned they were still seeing the same trend where action plans were decreasing, which was a good thing. They also had 10 counties who did not require an action plan at all. He reiterated Chair Roth's comment that they would not be approving the PMAP report in that meeting, it would be sent via email to be voted on once completed on Friday.

Clerk Kinzel asked if those were posted on the website by county. Mr. Petit replied that the PMAP report was not done by county, but they had the county results included in the report. Clerk Kinzel asked if this report was available online or if it could be sent to her. Mr. Petit agreed to send it to her but also mentioned the report was available via the link under agenda item 4 in the packet. Chair Roth mentioned it was also available on the CCOC website.

Chair Roth commented that in the upcoming meetings they would be discussing the PMAP report in more depth, because Mr. Petit proposed some good ideas for additional elements to be added to the action plans.

Agenda Item 4 – Cases and Subcases Update

Mr. Petit stated that for quarter 4 they had seen overall improvements in going from 5.14 million to 5.16 million for the cases' year-over-year total in CFY2023-24. This was the first time they were above the pre-pandemic levels for quarter 4. Civil cases were the only ones that did not increase, which was because the small claim cases were down by 64%. Criminal cases were still not as high as before the pandemic, but they were still the highest they had been in the past 3 years.

Chair Roth shared some personal excitement in seeing Civil Traffic cases exhibiting a 10.27% increase from 2022-23 and some increase from before the pandemic. She also congratulated all the small claims or PIP counties, because the TORT reform bill seemed to be causing a shift and removing the semi predatory cases.

Clerk Green was curious on the 100% dip in Jefferson County, she asked the previous clerk to help her clarify that result. Mr. Welty explained that Jefferson County did not do any CCOC reports for the previous year. Clerk Green mentioned that Glades County had a significant increase in cases, so she was just curious as to what was happening. Chair Roth mentioned she was unsure where Clerk Cooney was on case counting, but that may have been something he could have had insight on.

Chair Roth recognized Jason Welty as the new executive director of the CCOC and mentioned that it was important to mention that to the PIE Committee because while Mr. Welty was assisting Jefferson County, the committee agreed to put a pin in their more ambitious asks due to the loss of a CCOC team member. With his return they could really figure out how they wanted their program to work and what big issues they would like to tackle.

Agenda Item 5 – Annual Workgroup Schedule

Chair Roth mentioned the annual workgroup schedule item was largely a discussion involving Clerk Green and Clerk Cooney due to their involvement with the associated committees. She recapped their agreement from last meeting that they would establish a standing workgroup to coordinate with the

already existing workgroups titled the PAC framework workgroup because the PAC recognized their duties and would then feed into case weights and the associated budget. She mentioned the main goal was to remove the surprise they had received in the past of when they would know their budget amount, when legislative session was over, when the REC had met to estimate the revenues, and when the budget committee had met to then decide how the money was to be distributed. She wanted to remove the mystery of scheduling as far as budget considerations. What she was hoping to ultimately achieve was to sit down with that schedule and see when they would need their reports and verification that case weight and case counts had been worked out as well as that PAC had accomplished its task and fed into those groups. They would need that to be done in a timely way because in the past when it came to budget time, many people could not align the data due to it not being finished or there was a lack of trust for case weights, or the PAC had not been updated, etc. She was open to considerations but thought there should be some deadlines.

Clerk Green stated she was interested to see what Clerk Cooney's thoughts were since he had the bulk of the complicated work, however she mentioned that the last REC was in July, so in August was when they would look at those results. Their budget issues were due in June, so she thought it would be nice that by the time they met as a budget committee to set the budget, they had all that information be updated, current, and available. In her opinion, the PAC framework would take some work in the beginning to make sure they are up to date with all the legislative changes as to types of cases or work requirements within a particular case. She thought they needed to resurrect that workgroup to even look at the value of PAC framework and what kind of future workload would it create and how to keep up with it. If it is not kept up with it would not be a useful tool. She assumed the case weight would rely on the PAC framework being updated to accurately determine case weight.

Chair Roth clarified that it would not be as important to determine a specific schedule but to determine the order in which the specific changes needed to be made. She was unsure how it related to case counting but did mention that it was apparent that the PAC framework would be one of the first deliverables before case weights. She called on Clerk Cooney to understand what he thought would be feasible to go first.

Clerk Cooney stated that he did not think the PAC framework had much to do with the case weights. When they put together the PAC framework originally it was based on the experiences of a lot of experienced deputy clerks across the state and it was comparison based. In his estimation, a new framework would simply flesh out everything that group put together. Initially they identified everything that they did, then he attempted to put authorities behind those tasks. Ultimately what he thought should happen with that framework for them to use it, they would need to find all the authorities for every task they do. He thought its real value was in determining what clerks do and don't do, and what things clerks were doing that are not required, and vice versa. As far as case weighting, the group of deputy clerks under Clerk Green's leadership in the workgroup did an independent comparison test with 7 different counties reporting how much time they spent, as clerks, on those types of cases. Out of the 7 counties, there was very little deviation as reported by those deputy clerks reported as far as workload. He was not sure that the PAC framework needed to be updated before they did the case weighing.

Chair Roth mentioned they were ending up in a difficult spot, because when it came time for the budget committee meeting, everyone was untrusting of the case weights since the PAC framework had not been updated.

Clerk Cooney disagreed and mentioned when the PAC framework was developed it had nothing to do with case weights. Chair Roth replied that if they were saying case weight was based on workload, the PAC framework would be outlining what the work was. She thought the PAC should be updated and outline/showcase the framework of each case. She gave the example of when there was a new case type, how would they weigh it without any documentation of what that would entail. That was why it had been mentioned previously during budget committee time that the PAC framework needed to be updated first, therefore case weights were documented, and then cases were counted.

Clerk Green mentioned PAC needed to be updated first because any changes in types of cases with additional duties, could cause a change of even half of a point, but at least they looked at it. In some cases, it did not mean there would be more work, but it would at least give them a mechanism to capture it and identify that there would be a change affecting a certain body of work in the case, either neutrally, positively, or negatively. It was just a check and balance in her opinion. She thought annually it would not be difficult to keep up to date with it as their statutory rule or a little “bible” that governed what they were required to do based on who was stating the requirement. She replied to Clerk Cooney saying she still thought knowing all that information did help determine how the weight on a case changed. Chair Roth chimed in saying it may not always change the case weight if an additional task was added, but they wouldn’t get told the data was untrustworthy at budget time.

Clerk Cooney stated that the problem with budget time and numbers was the same as they had every year. He gave the example of their current budget year, Clerk Russel worked very hard to find a mechanism to decide the budget without looking at the numbers, but at the last minute it was torpedoed due to members being unhappy with the amount they would receive. Chair Roth mentioned in those cases they blamed it on the numbers being inaccurate.

Clerk Cooney stated that on case weights, if the case weight workgroup wanted to ultimately change the weight of a civil infraction for example, if everyone then counted it the same, it did not matter to him. It was all done to ensure the case weights were the same across the board.

Chair Roth was asking if they could at least just have a schedule where the framework has been looked at. At budget time the problem was always that it was not reviewed, and they were unsure if it was accurate. Clerk Cooney did not agree with the idea of the schedule. He mentioned when they did the case counts and the standard deviations, their first problem is that there are clerks who don’t report timely. He explained the process they must go through to get clerks to submit things that were required by statute. It takes lots of time to describe to some clerks what it is they were looking for, what it is they should’ve done as required by statute, to then report the information to the workgroups, while during that time, the budget process is moving along.

Chair Roth asked if there was a current schedule in place when going through that process. She also mentioned Mr. Welty could also assist in the process by possibly meeting with some clerks to ensure they are meeting their statutory requirements. Case counting sounded like took the longest time, so

that should be the first thing done and the earliest time frame. She asked Clerk Cooney when they usually got started with the case counts.

Clerk Cooney mentioned they got the case counts early in the year, then they start working on them. It is usually the first to get worked on yet the last to be finished. Chair Roth clarified that it takes off during the beginning of the year. Clerk Cooney agreed. He explained their process for case counting. He stated that for some reason, some members of the budget committee were very driven on how any key decision would affect their county, not if it was a good policy or not.

Chair Roth mentioned clerks have a hard time voting on any budget distribution based on something not done yet or that is inaccurate/outdated. Clerk Cooney did not think the problem was whether it was inaccurate or outdated. Chair Roth just wanted to clarify when the work kicks off. She asked when they did case counting if they used the data from the prior fiscal year. Clerk Cooney agreed. Chair Roth stated that they could not kick off until after October 1st. Clerk Cooney agreed. She also called on Mr. Welty to see if he had any ideas, because if they were to start in October, they don't start talking about those things in budget meetings until July/August. She mentioned there needed to be some solutions because there was a very long turnaround rate.

Clerk Green recognized Clerk Cooney's comment about year over year, now that they were going in the right direction with having more revenue to share among clerks to get fully funded. So now it was very important to have a standing set of criteria that would equalize everybody the best they could, so the funds could be shared fairly with their budget authority. As the incoming budget chair, she knew that was a topic they would discuss in upcoming budget committee meetings. The overall goal was to rectify the subjectivity year over year. The budget committee would be working to come up with a more objective set of criteria, including a weighted workload measure to make things as equal as possible.

Clerk Cooney believed that the case counting workgroup should be under Clerk Green since it is a direct driver of budget along with case weights. Chair Roth asked if he meant he did not think case weight and case counting should be in the PIE committee. Clerk Cooney agreed.

Clerk Green stated that it could be from a philosophical "how is it done" standpoint in PIE, but the application of it would be in the budget. Chair Roth proposed they could make more systemic changes so clerks can count on case counting to get done in a shorter time frame. She asked if they could have a schedule so that PAC framework and case counting could be done first and have those two groups have their review done by a certain time, most likely end of July. She mentioned they could have a deadline for PAC framework and case weight, since case counting had so much work associated with it.

Clerk Green mentioned that she thought case counting was just as important. She asked Clerk Cooney if they used case counting for their weighed workload measure. Clerk Cooney agreed. Clerk Green mentioned that would probably be a variable that stuck with them throughout the budgeting process, so having that number accurate is just as important. Chair Roth called on Mr. Welty to start thinking of a solution for more responsiveness with case counting.

Clerk Kinzel recognized Clerk Cooney's commentary and mentioned she had been very vocal about the weighted cases being behind because she thought the data was very important. Her biggest frustration with it being 6 years old was that they set a framework and when they got to the budget committee,

they consistently prorated based on the 6-year-old data, without considering where other counties may have grown or not. She did not like using it as the single basis because that was not what the statute said, the statute said they needed to use several factors to include in the budget. She thought a lot of clerks simply did not understand it. Understanding the intricacy of what went into the budget was very important for the other clerks to know. She thought both elements were very important, the formula should be transparent, and it should be reviewed, as well as the data should be addressed annually by the committees.

Chair Roth reminded the committee that while they were saying it was important; they had applied everything to do with case weights or case counting, and the most it was every applied was 50% of just the excess. Clerk Kinzel thought it would still give them more of a basis to go back and defend what they really should have been looking at for the budget allocation, because they had equal dissatisfaction about the money that was being awarded. Chair Roth agreed that if there was more transparency on the numbers, then maybe they could apply it to the base budget.

Agenda Item 6 – PAC framework/Case Weights Work Group Updates

Chair Roth called on Clerk Green to present her update.

Clerk Green mentioned the goal was to get the committee members back on, get an agreement (or disagreement) on moving the PAC framework forward as far as updating. She hoped they would have an aggressive team that could clean it up and update it. She also believed the PAC needed to be reviewed annually. There could be no changes one year, but a lot the next depending on legislation and other factors.

Chair Roth mentioned that their first meeting was December 19th and asked Clerk Green if she thought they could realistically create a schedule to have in mind.

Clerk Green agreed. She stated that in that first meeting, if they all agreed to move forward in updating the PAC, then it would be done by a goal date. She did not think it would be too much work, other than it hadn't been done in a while and they would need to have an organizational meeting to bring everybody up to speed, as well as find experts that could identify any changes that needed to be made. She mentioned she would work with Mr. Petit and put out a proposed timeframe during the December 19th meeting. She would want it done by the 1st quarter of 2025.

Chair Roth suggested they put on the agenda for the next meeting to come back to those deadlines and how they were looking based on what the PAC framework committee worked out in their meeting. She also asked Clerk Cooney if assuming the updates were done by the end of the 1st quarter, if he had any problems with the case weights committing to the case weight workgroup and completing those case weights prior to when budget met in July/August.

Clerk Cooney responded saying it was Clerk Green's committee that originally put down the case weights "road". He mentioned he did the case counting which used the case weights. Clerk Green mentioned case weights typically fell under framework because if anything changed at a case type level, then that's when the potential weight change would be discussed.

Chair Roth asked if they should make it the PAC framework/case counting workgroup. Clerk Green asked if Clerk Cooney would be willing to be on that workgroup. Clerk Cooney agreed.

Chair Roth mentioned their biggest problem was getting engagement in the case counting workgroup tightened up. She asked Mr. Welty if that was something he could add to his radar.

Mr. Welty stated they could do better on that at CCOC. The best he did on a previous year was he got the data to Clerk Cooney by December, but he thought they could do a better job at closing out their fiscal year, to then get the data to Clerk Cooney, and be able to start case counting much earlier.

Chair Roth also suggested they could be thinking through if there could be any heightened staff assistance as far as working with other clerks' offices.

Mr. Welty gave the example of when he was in Jefferson County, he did not have any staff that knew how to work with the CCOC reports. He mentioned helping fix that was a long-term goal of the CCOC, but he thought it was something they could begin to put into practice, because some of the counties that were the latest in reporting were those smaller counties with very little staff. Now that he had some experience with it, it was something they could begin to work on where he could potentially help some counties with the reports if needed, so they could get it done in a timelier manner.

Chair Roth appreciated that because any support would be helpful.

Agenda Item 7 – Other Business

Clerk Green mentioned she thought they needed to have a workgroup to reevaluate the performance measured standards. She asked Chair Roth if she had any plans to resurrect that.

Chair Roth replied saying they agreed to put that off while Mr. Welty was gone, so now that he was back, they would soon return to a more aggressive agenda. She reminded the committee that the next meeting would be important since they would be presenting the PMAP suggestions, so maybe by that next meeting they could begin to talk about Clerk Green's suggestion.

Mr. Welty mentioned they still had a couple of vacancies at CCOC that he was attempting to fill quickly. As they did that, they could take on more work.

Chair Roth asked if there were any objections to canceling the December PIE Committee meeting. There was none.

Mr. Petit mentioned to Clerk Green that he had already begun to work on the future of performance, which was tabled, but he would send her what he'd done thus far. Chair Roth asked to also be sent that information.

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 2:09 PM.



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AGENDA ITEM 4

DATE: February 07, 2025
SUBJECT: Cases/Subcases Update
COMMITTEE ACTION: Information Only

OVERVIEW:

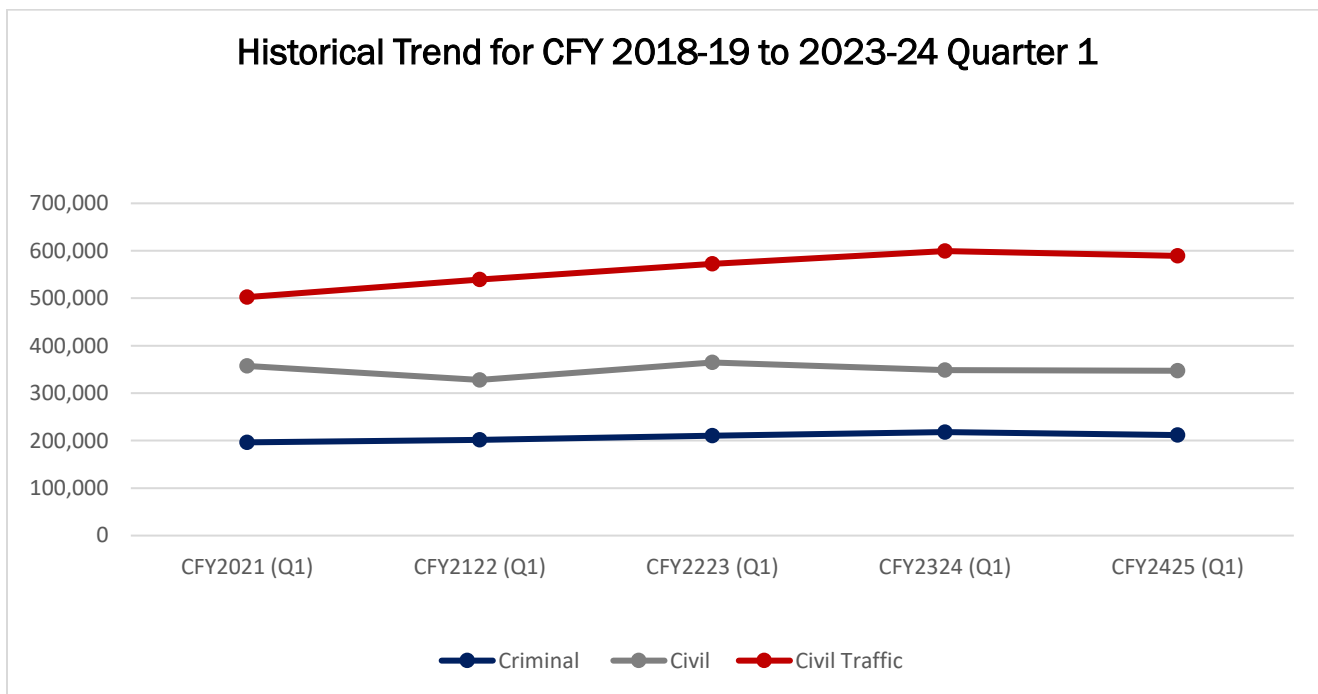
CFY 2024-25 Cases and Subcases Summary

In CFY 2024-25 Quarter 1, the overall case count reached 1,148,620, representing a slight 1.49% decrease from the previous fiscal year and a modest 0.79% increase compared to CFY 2018-19. Civil Traffic cases experienced minor declines, decreasing by 1.64% relative to CFY 2023-24 and 0.25% compared to CFY 2018-19. In contrast, Civil cases showed mixed trends, while they decreased slightly by 0.44% from CFY 2022-23, they increased significantly by 14.25% compared to CFY 2018-19, with the current total of 347,022 cases surpassing the five-year average of 338,250. Meanwhile, Criminal cases continued their downward trend, declining by 2.78% from the previous year and 13.52% compared to CFY 2018-19. Overall, these patterns indicate stable total case numbers with divergent trends among case types, notably robust growth in civil cases and a persistent decline in criminal cases.

Historical Year-Over-Year for Quarter 4

CFY 2024-25 Quarter 1 Cases					
Case Type	CFY 2020-21	CFY 2021-22	CFY 2022-23	CFY 2023-24	CFY 2024-25
Criminal	196,401	201,640	210,426	218,028	211,958
Civil	357,059	327,958	364,690	348,547	347,022
Civil Traffic	502,474	539,431	572,462	599,449	589,640
Grand Total	1,055,934	1,069,029	1,147,578	1,166,024	1,148,620

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COMMITTEE ACTION: Information Only

LEAD STAFF: Johnny Petit, CCOC Actuarial Performance Analyst

ATTACHMENTS:

1. Historical Q1 Total Cases by County
2. Historical Q1 Total Court Division by County

County	CFY 2018-19	CFY 2019-20	CFY2020-21	CFY2021-22	CFY 2022-23	CFY2023-24	CFY2024-25	% change from Prior Year
Alachua	11,960	12,948	12,751	12,808	11,735	10,641	10,581	-0.56%
Baker	1,046	1,217	1,129	1,090	1,174	1,035	-	-100.00%
Bay	9,360	13,041	10,861	10,925	10,087	11,263	10,611	-5.79%
Bradford	2,418	2,830	2,692	2,610	2,840	2,607	2,469	-5.29%
Brevard	22,704	25,236	23,386	22,365	20,425	21,268	23,832	12.06%
Broward	108,313	114,392	86,780	86,612	98,871	95,652	86,934	-9.11%
Calhoun	414	590	433	712	741	1,073	742	-30.85%
Charlotte	7,098	7,371	7,395	7,562	6,762	9,181	9,260	0.86%
Citrus	5,147	5,737	5,939	6,227	6,392	6,930	5,783	-16.55%
Clay	9,714	11,828	9,795	9,218	10,069	11,188	9,917	-11.36%
Collier	14,441	17,078	16,186	16,661	14,392	15,266	15,626	2.36%
Columbia	3,264	3,643	3,403	4,180	3,599	994	2,940	195.77%
DeSoto	1,611	1,654	1,754	1,320	1,438	1,789	2,083	16.43%
Dixie	748	981	735	608	984	925	726	-21.51%
Duval	54,141	54,599	66,425	56,944	56,188	53,884	53,841	-0.08%
Escambia	16,462	15,669	11,925	13,699	12,186	11,791	12,304	4.35%
Flagler	4,063	4,766	3,638	3,706	3,910	4,203	4,577	8.90%
Franklin	496	544	477	535	581	730	1,080	47.95%
Gadsden	1,864	2,477	3,854	2,715	2,551	1,789	2,025	13.19%
Gilchrist	602	932	780	774	704	663	652	-1.66%
Glades	2,128	1,762	1,135	1,324	1,028	1,242	1,470	18.36%
Gulf	438	540	426	494	407	532	555	4.32%
Hamilton	943	893	916	696	1,136	721	1,144	58.67%
Hardee	1,476	1,846	1,513	1,163	1,490	2,203	2,113	-4.09%
Hendry	2,488	2,612	2,180	1,728	1,925	1,885	2,218	17.67%
Hernando	7,939	7,735	7,095	7,360	7,755	8,880	7,263	-18.21%
Highlands	3,779	3,643	3,347	3,560	3,609	3,503	3,438	-1.86%
Hillsborough	74,911	72,210	79,291	67,682	77,361	75,849	58,898	-22.35%
Holmes	828	931	941	1,025	803	780	883	13.21%
Indian River	5,997	6,669	6,172	5,261	6,145	5,590	6,843	22.42%
Jackson	2,021	2,301	2,371	2,054	2,512	2,031	1,273	-37.32%
Jefferson	669	1,156	947	966	1,104	-	-	
Lafayette	225	234	160	189	296	248	227	-8.47%
Lake	13,168	14,197	12,686	13,764	14,454	13,441	14,096	4.87%
Lee	35,402	40,644	24,338	25,119	23,843	30,399	31,175	2.55%
Leon	10,593	12,930	10,007	11,093	11,080	10,392	10,580	1.81%
Levy	2,216	2,416	2,321	2,539	2,897	2,000	2,134	6.70%
Liberty	314	490	495	524	360	327	539	64.83%
Madison	2,847	3,175	2,379	1,943	2,154	2,231	2,350	5.33%
Manatee	13,994	15,512	14,336	16,258	13,521	15,363	14,229	-7.38%
Marion	13,172	12,779	12,410	11,455	12,371	13,247	14,515	9.57%
Martin	7,312	9,370	6,769	5,939	7,587	7,833	9,266	18.29%
Miami-Dade	226,148	240,880	177,860	210,509	246,819	248,515	261,773	5.33%
Monroe	7,644	8,531	8,384	8,616	8,226	9,224	8,584	-6.94%
Nassau	3,190	4,464	3,013	2,918	3,367	3,201	3,169	-1.00%
Okaloosa	7,458	9,644	8,291	7,815	8,082	7,708	7,557	-1.96%
Okeechobee	2,400	2,321	1,746	1,888	1,781	2,738	2,269	-17.13%
Orange	89,943	94,946	100,264	95,880	112,235	115,031	103,453	-10.07%
Osceola	21,988	24,113	24,343	22,223	22,923	22,615	25,648	13.41%
Palm Beach	77,827	76,298	67,451	66,700	69,198	70,957	73,189	3.15%
Pasco	20,859	20,739	18,393	18,613	18,438	17,413	16,926	-2.80%
Pinellas	44,515	46,573	36,380	41,374	39,769	40,814	33,543	-17.81%
Polk	39,471	36,559	32,239	32,050	36,365	39,303	44,645	13.59%

Historical Quarter 1
Total Cases

Agenda Item 4

Attachment 1

County	CFY 2018-19	CFY 2019-20	CFY2020-21	CFY2021-22	CFY 2022-23	CFY2023-24	CFY2024-25	% change from Prior Year
Putnam	2,800	3,104	2,637	2,674	3,597	3,634	3,540	-2.59%
Saint Johns	9,118	8,847	8,026	8,548	10,403	11,334	10,106	-10.83%
Saint Lucie	15,023	17,733	13,845	14,057	14,756	13,717	17,857	30.18%
Santa Rosa	7,928	8,756	7,687	8,049	9,187	7,389	8,050	8.95%
Sarasota	21,160	20,391	18,174	19,755	19,095	19,982	18,180	-9.02%
Seminole	24,163	24,863	24,520	23,276	21,961	22,896	25,902	13.13%
Sumter	5,309	4,907	4,404	4,648	4,494	5,598	3,915	-30.06%
Suwannee	1,696	2,160	2,296	1,634	1,852	1,798	1,708	-5.01%
Taylor	1,093	1,233	1,308	1,045	1,053	1,012	1,206	19.17%
Union	394	355	371	380	387	301	133	-55.81%
Volusia	26,863	28,602	26,382	27,182	27,974	28,353	30,988	9.29%
Wakulla	1,228	1,421	1,544	1,439	1,411	1,199	1,217	1.50%
Walton	2,188	2,675	2,502	2,988	3,685	3,243	2,851	-12.09%
Washington	831	1,036	1,301	1,361	1,053	1,331	1,019	-23.44%
TOTALS:	1,139,963	1,202,729	1,055,934	1,069,029	1,147,578	1,160,875	1,148,620	-1.06%

County	CFY1920			CFY2021			CFY2122			CFY2223			CFY2324			CFY2425		
	Civil Cases	Criminal Cases	Civil Traffic	Civil Cases	Criminal Cases	Civil Traffic	Civil Cases	Criminal Cases	Civil Traffic	Civil Cases	Criminal Cases	Civil Traffic	Civil Cases	Criminal Cases	Civil Traffic	Civil Cases	Criminal Cases	Civil Traffic
Alachua	3,051	2,904	6,993	2,841	2,579	7,331	2,781	2,456	7,571	3,262	2,153	6,320	3,143	2,306	5,192	3,317	2,369	4,895
Baker	339	371	507	245	299	585	305	347	438	250	454	470	250	362	423	-	-	-
Bay	3,137	4,949	4,955	2,189	4,726	3,946	2,135	4,758	4,032	2,239	4,106	3,742	2,287	4,555	4,421	2,643	4,230	3,738
Bradford	400	565	1,865	269	555	1,868	280	419	1,911	266	378	2,196	286	472	1,849	326	369	1,774
Brevard	8,070	6,437	10,729	6,455	6,232	10,699	6,769	5,973	9,623	6,685	5,796	7,944	6,333	5,981	8,946	7,476	5,638	10,718
Broward	40,175	15,046	59,171	44,879	10,238	31,663	36,637	10,833	39,142	39,490	12,481	46,900	33,449	13,146	49,057	31,120	13,025	42,789
Calhoun	197	225	168	142	176	115	138	225	349	136	180	425	121	173	780	149	121	472
Charlotte	2,384	2,079	2,908	2,400	2,220	2,775	2,545	2,190	2,827	2,091	2,217	2,454	2,644	2,389	4,148	2,249	2,453	4,558
Citrus	1,839	1,272	2,626	1,814	1,226	2,899	2,027	1,331	2,869	1,875	1,228	3,289	1,694	1,414	3,822	2,005	1,105	2,673
Clay	2,508	1,954	7,366	2,187	1,308	6,300	2,854	1,574	4,790	2,280	1,604	6,185	2,524	1,674	6,999	2,790	1,390	5,737
Collier	4,499	2,495	10,084	4,322	2,565	9,299	3,984	2,856	9,821	3,710	2,791	7,891	4,016	2,622	8,597	4,385	2,334	8,907
Columbia	1,093	919	1,631	836	812	1,755	969	990	2,221	870	902	1,827	1,012	850	1,233	1,030	878	1,032
DeSoto	328	508	818	309	518	927	308	440	572	338	493	607	355	492	942	368	502	1,213
Dixie	177	241	563	155	198	382	193	164	251	166	285	533	148	294	483	180	159	387
Duval	17,903	13,631	23,065	21,005	13,236	32,184	17,443	14,113	25,388	18,203	13,156	24,829	17,227	12,586	24,071	17,439	12,354	24,048
Escambia	4,249	4,852	6,568	4,281	3,941	7,703	4,767	3,582	5,350	4,067	3,615	4,504	3,962	3,802	4,042	4,401	3,959	3,944
Flagler	2,013	932	1,821	1,157	971	1,510	1,204	1,052	1,450	1,068	1,297	1,545	1,162	1,191	1,850	1,437	1,202	1,938
Franklin	175	212	157	126	247	104	159	264	112	140	273	168	139	210	381	151	242	687
Gadsden	628	489	1,360	497	509	2,848	524	412	1,779	658	427	1,466	478	427	884	662	372	991
Gilchrist	162	231	539	148	192	440	168	174	432	136	202	366	199	172	292	194	160	298
Glades	80	269	1,413	103	148	884	104	140	1,080	93	107	828	123	178	941	134	196	1,140
Gulf	205	246	89	141	179	106	166	223	105	149	159	99	161	162	209	158	196	201
Hamilton	170	315	408	132	198	586	151	217	328	138	258	740	127	244	350	139	337	668
Hardee	229	457	1,160	211	474	828	267	356	540	193	365	932	226	401	1,576	211	316	1,586
Hendry	396	826	1,390	328	641	1,211	451	602	675	399	539	987	370	567	948	443	483	1,292
Hernando	2,951	1,950	2,834	2,595	1,544	2,956	2,889	1,536	2,935	2,853	1,843	3,059	2,680	1,783	4,417	2,965	1,522	2,776
Highlands	1,109	872	1,662	979	955	1,413	1,173	920	1,467	1,104	951	1,554	1,145	982	1,376	1,251	808	1,379
Hillsborough	27,477	15,501	29,232	44,892	13,119	21,280	33,152	13,412	21,118	44,650	13,949	18,762	32,947	15,341	27,561	26,385	14,862	17,651
Holmes	164	261	506	187	311	443	193	341	491	182	276	345	212	252	318	232	351	300
Indian River	1,687	1,395	3,587	1,614	1,445	3,113	1,696	1,264	2,301	1,592	1,490	3,063	1,528	1,316	2,746	1,703	1,252	3,888
Jackson	614	460	1,227	488	411	1,472	463	409	1,182	602	466	1,444	548	412	1,071	344	285	644
Jefferson	120	129	907	119	125	703	113	129	724	82	201	821	-	-	-	-	-	-
Lafayette	80	38	116	63	59	38	58	72	59	60	52	184	58	54	136	77	76	74
Lake	4,080	3,086	7,031	3,825	2,905	5,956	4,150	3,275	6,339	3,924	3,498	7,032	4,079	3,039	6,323	4,822	3,131	6,143
Lee	10,693	7,484	22,467	11,320	5,295	7,723	10,637	6,352	8,130	10,320	6,095	7,428	11,835	6,511	12,047	11,871	6,874	12,430
Leon	4,378	2,867	5,685	3,615	2,218	4,174	4,553	2,384	4,156	3,987	2,209	4,884	4,145	2,381	3,866	4,568	2,453	3,559
Levy	501	695	1,220	444	588	1,289	445	710	1,384	495	710	1,692	465	546	989	480	610	1,044
Liberty	66	134	290	66	74	355	77	115	332	57	69	234	70	71	186	97	77	365
Madison	208	238	2,729	179	274	1,926	227	205	1,511	182	282	1,690	178	243	1,810	165	215	1,970
Manatee	4,511	3,635	7,366	4,553	3,312	6,471	4,281	3,150	8,827	3,972	3,180	6,369	4,051	3,480	7,807	4,237	3,711	6,281
Marion	4,420	3,974	4,385	4,302	3,954	4,154	4,404	3,608	3,443	4,720	4,005	3,646	4,554	4,086	4,607	5,435	3,841	5,239
Martin	1,639	1,664	6,067	1,613	1,573	3,583	1,743	1,296	2,900	1,547	1,639	4,401	1,529	1,895	4,403	1,771	1,815	5,680
Miami-Dade	49,270	26,341	165,269	56,535	20,944	100,381	55,188	22,317	133,004	77,593	25,269	143,957	84,035	26,910	137,605	80,131	29,694	151,948
Monroe	927	2,320	5,284	882	1,978	5,524	915	2,361	5,340	840	2,342	5,044	789	2,355	6,080	872	1,860	5,852
Nassau	888	1,148	2,428	813	804	1,396	803	835	1,280	829	859	1,679	736	995	1,470	954	899	1,316
Okaloosa	2,419	2,604	4,621	2,182	2,876	3,233	2,225	2,493	3,097	2,124	2,525	3,433	2,081	2,452	3,175	2,448	2,260	2,849
Okeechobee	444	739	1,138	404	637	705	475	647	766	436	674	671	398	669	1,671	464	640	1,165
Orange	26,444	12,436	56,066	31,795	11,215	57,254	25,803	10,878	59,199	28,060	10,858	73,317	25,312	11,809	77,910	22,609	12,222	68,622
Osceola	5,223	3,545	15,345	5,047	2,893	16,403	5,178	2,792	14,253	5,075	3,247	14,601	5,097	3,681	13,837	6,124	3,272	16,252
Palm Beach	19,512	17,014	39,772	19,864	13,218	34,369	18,111	14,260	34,329	17,573	14,669	36,956	16,921	15,362	41,733	17,945	14,291	40,953
Pasco	7,104	6,286	7,349	6,795	4,805	6,793	7,185	4,359	7,069	6,880	4,353	7,205	6,947	4,269	6,197	7,439	4,387	5,100
Pinellas	12,862	13,580	20,131	11,803	10,526	14,051	12,570	11,809	16,995	11,388	11,981	16,400	11,270	12,058	17,486	11,785	10,023	11,735
Polk	10,577	8,832	17,150	9,411	7,886	14,942	9,414	7,826	14,810	10,341	8,514	17,510	10,958	9,241	19,103	12,590	9,457	22,598
Putnam	940	1,190	974	872	927	838	925	1,002	747	969	1,072	1,556	961	1,170	1,503	965	1,039	1,536
Saint Johns	2,140	2,309	4,398	2,458	2,087	3,481	2,538	2,322	3,688	2,678	2,830	4,895	2,987	2,844	5,504	3,111	2,490	4,505
Saint Lucie	4,061	3,071	10,601	4,034	3,135	6,676	3,875	2,698	7,484	4,084	3,266	7,406	4,056	3,227	6,433	4,718	2,993	10,146
Santa Rosa	1,793	1,757	5,206	1,488	1,711	4,488	1,672	1,856	4,521	1,562	1,990	5,635	1,651	1,812	3,926	1,851	1,911	4,288
Sarasota	5,616	3,972	10,803	5,297	3,537	9,340	5,637	3,812	10,306	5,656	4,200	9,239	5,501	4,410	10,071	4,657	3,963	9,560
Seminole	5,279	3,635	15,949	7,003	3,454	14,063	5,076	3,581	14,619	5,224	3,897	12,840	5,633	3,982	13,284	6,276	3,907	15,719
Sumter	840	1,332	2,735	1,027	1,074	2,303	994	1,141	2,513	992	1,155	2,347	966	1,286	3,346	1,116	843	1,956
Suwannee	541	494	1,125	498	639	1,159	444	440	750	411	602	839	483	503	812	531	463	714
Taylor	236	286	711	223	346	739	247	264	534	265	272	516	226	322	464	348	354	504

Historical Quarter 1
By Court Division

Agenda Item 4

Attachment 2

County	CFY1920			CFY2021			CFY2122			CFY2223			CFY2324			CFY2425		
	Civil Cases	Criminal Cases	Civil Traffic	Civil Cases	Criminal Cases	Civil Traffic	Civil Cases	Criminal Cases	Civil Traffic	Civil Cases	Criminal Cases	Civil Traffic	Civil Cases	Criminal Cases	Civil Traffic	Civil Cases	Criminal Cases	Civil Traffic
Union	142	105	108	119	112	140	128	88	164	119	113	155	112	92	98	61	28	44
Volusia	9,606	8,112	10,884	9,043	7,548	9,791	9,463	7,294	10,425	10,925	7,061	9,988	7,492	7,467	13,394	8,490	7,110	15,388
Wakulla	366	343	712	319	331	894	348	353	738	327	413	671	358	339	502	395	382	440
Walton	856	762	1,057	818	905	779	840	1,057	1,091	851	1,614	1,220	829	1,393	1,021	1,013	946	892
Washington	323	312	401	303	263	735	321	286	754	257	269	527	288	318	725	319	251	449
TOTALS:	327,514	229,333	645,882	357,059	196,401	502,474	327,958	201,640	539,431	364,690	210,426	572,462	348,547	218,028	599,449	347,022	211,958	589,640



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AGENDA ITEM 5

DATE: February 07, 2025
SUBJECT: CFY 2024-25 Quarter 1 PMAP Report
COMMITTEE ACTION: Approve CFY 2024-25 Quarter 1 PMAP Report

OVERVIEW:

The CCOC is finalizing the CFY 2024-25 Quarter 1 PMAP report which will be published on the CCOC website (<https://flccoc.org/ccoc-reports/#pr>) and submitted to the Legislature by February 15, 2025.

Report Highlights

The Performance Measures and Action Plans report identifies the counties not meeting workload performance standards for specific measures.

Performance Standards	Counties Requiring an Action Plan	Potential Action Plans	Total Action Plans
Collections	51	603	101
Filing – Timeliness	16	670	24
Docketing – Timeliness	12	670	17
Timely Juror Payments	4	67	4

- The total number of Action Plans and the number of counties requiring Action Plans continues to slightly decrease for each standard.
- Twelve counties did not have any Action Plans: Calhoun, Charlotte, DeSoto, Flagler, Hamilton, Hernando, Indian River, Jackson, Martin, Saint Johns, Suwannee, Walton.
- Three Counties did not submit any reports.

COMMITTEE ACTION: Approve CFY 2024-25 Quarter 1 PMAP Report

LEAD STAFF: Johnny Petit, Performance Actuarial Analyst



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AGENDA ITEM 6

DATE: February 07, 2025
SUBJECT: SMART ACTION PLANS
COMMITTEE ACTION: APPROVE THE SMART ACTION PLANS

OVERVIEW:

While the Performance Measures Committee works on developing new metrics, the CCOC is proposing the adoption of SMART Action Plans to enhance the quality and usability of the data collected. These action plans will enable counties to develop well-structured, measurable strategies that address the root causes of issues and clearly demonstrate improvement.

What are SMART ACTION PLANS?

Specific: Clearly define what needs to be done. Avoid vague language. Specify the exact steps, tools, or resources needed.

Measurable: Include quantitative metrics to track progress. Define how success will be evaluated.

Achievable: Ensure the plan is realistic given current resources and constraints.

Relevant: Align the action plan with the organization's goals (the benchmark) and address the identified reason codes.

Time-bound: Set a clear timeline for when actions will be implemented and when improvements are expected (by next quarter or by the next two).

Why Are SMART Action Plans Important?

Clarity: Provides a clear roadmap for improvement.

Accountability: Encourages responsible parties to take ownership of actions.

Resource Allocation: Justifies the need for resources such as additional staff, training, or technology.

Performance Monitoring: Helps track progress and identify barriers to success.

Budget Justification: Ensures that resource requests are tied to measurable outcomes

SMART Action Plan Example

Reason Code: Staffing - Internal

Action to Improve:

Specific: Recruit two full-time employees and train them on case processing protocols.

Measurable: Achieve 90% compliance with the two-business-day standard within three months of onboarding.

Achievable: Collaborate with HR to expedite hiring within 30 days.

Relevant: Addresses staffing shortages impacting County Civil case timelines.

Time-bound: Complete hiring and training by June 30, 2025.

Example 1: To address staffing shortages, hire two full-time clerks within 30 days and train them on case processing protocols to increase the percentage of County Civil cases opened within two business days to 90% by the end of Q3, leveraging current budget surplus and starting implementation on July 1, 2025, with bi-weekly progress reviews.

Example 2: To address staffing shortages and improve performance, implement a cross-training program within 60 days to train at least 50% of current employees on handling County Civil cases, with the goal of increasing the percentage of cases opened within two business days to 90% by the end of Q3, ensuring resources are optimized without hiring additional staff and conducting progress evaluations bi-weekly.

COMMITTEE ACTION: APPROVE THE SMART ACTION PLANS

LEAD STAFF: Johnny Petit, Performance Actuarial Analyst



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AGENDA ITEM 7

DATE: February 07, 2025
SUBJECT: New Compliance Initiative
COMMITTEE ACTION: Informational

OVERVIEW: The CCOC is exploring a new compliance initiative to replace the compliance contract.

COMMITTEE ACTION: Informational
Lead Staff: Jason Welty, CCOC Executive Director



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AGENDA ITEM 8.1

DATE: February 07, 2024
SUBJECT: PAC Framework Workgroup Update
COMMITTEE ACTION: Informational

OVERVIEW: The PAC Framework Workgroup convened on December 19, 2024, to discuss key agenda items, including confirming member roles, setting primary objectives, and aligning the meeting schedule with major deadlines. The group scheduled an in-person meeting in Gainesville on February 5, 2025, where discussions focused on the history of the PAC, updating the framework, and determining the next steps. The workgroup decided to prioritize reformatting the framework. Future meetings will focus on organizing data, updating the framework, and ensuring its continued use across workgroups.

December 19, 2024 Meeting:

- Reviewed and confirmed committee members, roles, and responsibilities.
- Established primary objectives, focusing on immediate updates.
- Set a timeline and meeting schedule aligned with major deadlines.

February 5, 2025 In-Person Meeting in Gainesville:

- Discussed the history of the PAC and framework update needs.
- Determined next steps for revising the PAC framework.
- Prioritized reformatting the document for improved analysis.
- Assigned members to identify statutory requirements added since 2018.

Upcoming Zoom Meeting (2/13/25):

- Focus on clearly defining columns and structuring data.
- Once data organization is complete, the workgroup will proceed with updating the document.
- Ensure the framework remains current and widely used.

COMMITTEE ACTION: Informational

Lead Staff: Hon. Tara Green, Clay County Clerk of Court and Comptroller.

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.



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AGENDA ITEM 8.2

DATE: February 07, 2025
SUBJECT: Payment Plan Workgroup
COMMITTEE ACTION: Informational

OVERVIEW: The workgroup will continue to work towards improving submission rates and ensuring compliance across all counties. Please stay tuned for updates on meeting schedules and action items.

The Payment Plans Workgroup has identified several ongoing challenges in the submission of reports. Over the past three months, participation has varied, with 44 reports received in October, 43 in November, and a slight increase to 51 in December. Despite this improvement, submission rates remain inconsistent. Follow-up emails were sent for December submissions, and responses revealed common issues, including misunderstandings about reporting requirements, system-related difficulties in gathering data, and general confusion about what information needs to be collected and reported.

To address these concerns, the workgroup will focus on three key initiatives. First, clear reporting instructions must be developed. This includes reviewing the current report form instructions and business rules, identifying areas of confusion, and expanding or rewriting guidelines to ensure clarity. Second, comprehensive training materials will be created to assist with data reporting. Given the poor response rates in previous training efforts, these sessions will be conducted internally and will not be outsourced. Lastly, the report form itself will be revised to improve usability. Unused and blank lines will be removed to create a more streamlined and cohesive layout that enhances data accuracy and consistency.

Moving forward, the workgroup will prioritize these improvements to ensure a more effective and standardized reporting process. Additional updates will be provided as these initiatives progress. Thank you for your continued commitment to enhancing the Payment Plans reporting framework. Please answer any questions or concerns. Improve the overall layout for better usability and accuracy.

COMMITTEE ACTION: Informational
Lead Staff: Leonard Carper, Data Integrity Officer

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AGENDA ITEM 8.3

DATE: February 07, 2025
SUBJECT: Future Performance Workgroup
COMMITTEE ACTION: Informational

OVERVIEW: The Future Performance Workgroup held its initial organizational meeting via Zoom on Friday, January 24, 2025. During this meeting, the content of previous emails was summarized and presented to the group, providing a foundation for upcoming discussions. It was determined that the workgroup will meet every five to six weeks to systematically address performance measurement challenges.

The next meeting is scheduled for March 7, 2025, and will focus on analyzing issues with the current performance measures. The group will engage in a structured discussion to answer key questions generated from prior communications. The primary goal of the session will be to clearly identify our stakeholders and develop performance measures that not only meet statutory requirements but also provide meaningful insights for clerks and their stakeholders.

COMMITTEE ACTION: Informational
Lead Staff: Jason Welty, CCOC Executive Director



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AGENDA ITEM 8.4

DATE: February 07, 2025
SUBJECT: Case Counting and Business Rule Workgroup Update
COMMITTEE ACTION: Informational

OVERVIEW: Case Counting and Business Rule Workgroup Update.

COMMITTEE ACTION: Informational

Lead Staff: Hon. Gary Cooney, Lake County Clerk of Court and Comptroller/ Denise Bell, Chief Deputy Clerk



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AGENDA ITEM 8.5

DATE: February 07, 2025
SUBJECT: Workgroup Recruitment
COMMITTEE ACTION: Informational

OVERVIEW: We are seeking increased participation in our standing workgroups and encouraging members to get involved. A link will be provided soon for those interested in joining. Currently, there is no representation from peer groups 1, 2, and 3 in any of the workgroups. To ensure diverse perspectives and comprehensive discussions, we strongly encourage members from these peer groups to participate. Your involvement will contribute to the effectiveness and success of our initiatives.

COMMITTEE ACTION: Informational
Lead Staff: Johnny Petit