

# Florida Clerks of Courts Workload Analysis Project Workload Analysis Report

November 20, 2015

**Submitted by:** North Highland

**Submitted to:** Honorable Stacy Butterfield, CPA



FLORIDA  
**COURT CLERKS &  
COMPTROLLERS**

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## SECTION 1 EXECUTIVE SUMMARY

Florida Clerks, for their court related functions, are currently funded by fees associated with specific activities required of Clerks, such as case filings. Although the fees are assessed specifically to defined activities, the fees do not relate necessarily to the cost of the activity for which they are assessed.

The Clerks have been confronted with a reduced budget as a result of a reduction in the number of new cases filed. However, although the case filings has decreased, workload for the Clerks has increased. Faced with further challenges and risks resulting from a reduced budget, the Clerks engaged North Highland in order to conduct a workload analysis to determine the weighting of different case types and measure the impact of mandates and other processes performed by Clerks in order to objectively assess the appropriate levels of resources necessary to provide the citizens of Florida with the needed judicial services.

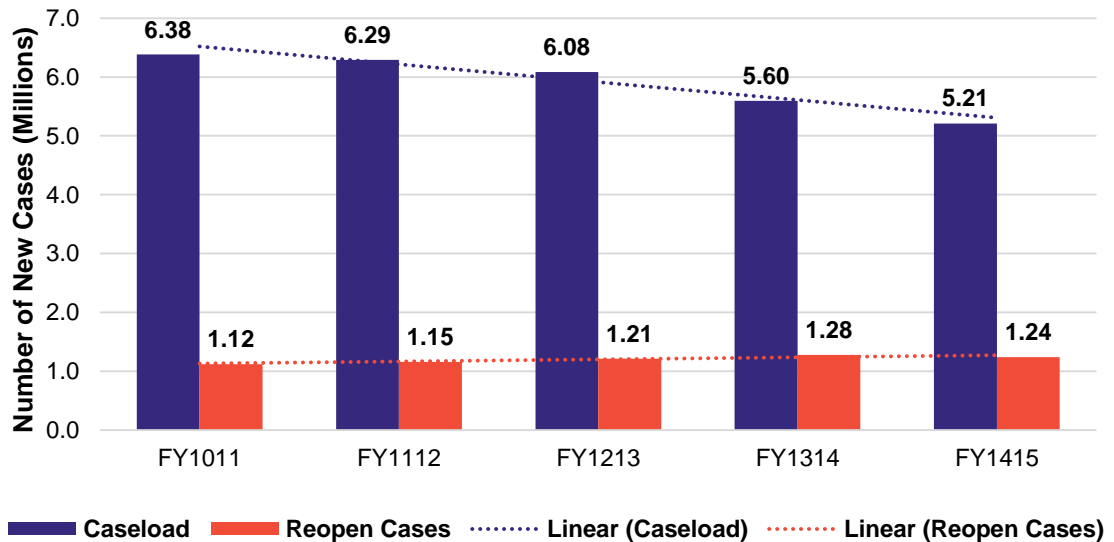
This workload analysis refutes the view that variations in new case filings result in a commensurate variation in Clerk workload. The analysis convincingly shows that:

1. A decrease in case filings does not imply a proportionate decrease in case processing workload;
2. Revenue does not correlate with workload, but rather, is a function of the number and type of case filings;
3. Major new and expanded mandates have caused an increase in the workload;
4. Clerk budgets have remained static over the last five years, yet inflationary costs associated with benefits and other activities have risen and have been absorbed by Clerks resulting in a net decrease in budget available to Clerks;
5. An analysis of the actual workload associated with the various case types shows that the Clerks need more case processing hours to meet the demand

### 1.1 A DECREASE IN CASE FILINGS DOES NOT IMPLY A PROPORTIONATE DECREASE IN CASE PROCESSING WORKLOAD

There is clearly a reduction in the number of case transactions introduced each year over a five (5) year period as well as an upward trend in the number of reopen cases (defined as cases previously reported as disposed which have proceedings that are reactivated and includes violations of probation/community control, but does not include Notices of Appeal) as is evidenced by Figure 1.1 below. The combined decrease in case filings and increase in re-opens has resulted in a 14% overall decrease in cases.

However, when you combine the impact of the major new or expanded mandates with the complexities of different case types requiring different case processing effort, the increase in re-opens and the increase in docket actions, the result is an overall increase in the Clerk workload effort for case processing.



Data Source: CCOC Outputs reports (case filing data)

**Figure 1.1: New case filing and Reopen case filing trends for period FY1011 – FY1415**

Further analysis of this data, combined with case processing data collected from Clerks, highlights the fact that there are components that are more significant determinants of workload than the number of new cases. For example:

- Over half, approximately 67%, of the 1.1 Million reduction in case filings can be attributed to a reduction in Civil Traffic case filings
- This fact is misleading in determining workload however, since Civil Traffic comprises only a small fraction of the total clerk effort need to process new cases
- The greatest demand on Clerks lies in the processing of Criminal and Civil (non-Civil Traffic) cases
- Additionally, the number of reopen cases has been trending upwards (Civil Traffic cases are seldom subject to reopens, but Criminal and Civil cases frequently are; therefore, the types of cases that are reopened are complex cases that require significant effort and resources from the Clerks)

Consequently, the reduction in new cases as shown in Figure 1.1 has not led to a commensurate reduction in the total work effort required of Clerks. In addition to this, the number of docket entries (a measure of activity per case) has also steadily increased over the last five (5) years for new cases. While the team was unable to capture effort associated with each docket action, there is no question that each additional touch increases the workload effort associated with case processing.

Additionally, a key driver underlying Clerks workload is supporting the judiciary needs. All Clerks reported that the number of Judges and other Judicial Officers (State Attorneys, Public

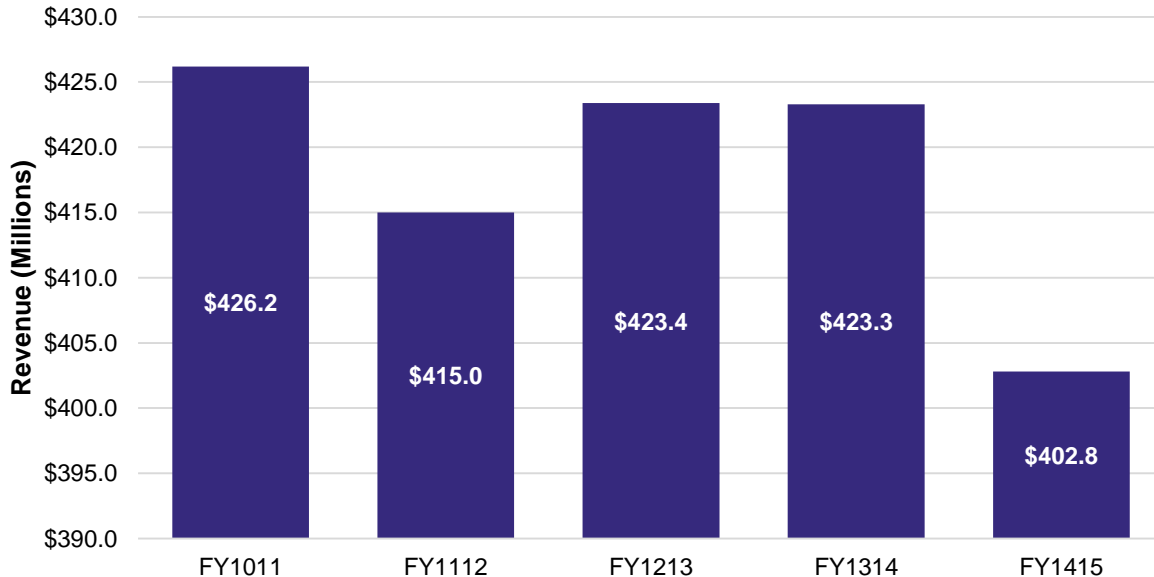
Defenders) have not decreased in number. Also, the number of court sessions have not decreased during the last five years.

Finally, and most significantly, Clerks have had to absorb workload associated with major new or expanded mandates (judicial and legislative). Since 2010, there have been a number of mandates that have significantly impacted the Clerks case processing tasks and activities, such that greater effort is required to fulfill case processing duties.

The data analysis shows that the mandates impact the Clerks by increasing workload from 17% to 22% depending on the size of the county. The Clerks also reported that additional mandates will continue to increase workload, such that the anticipated impact will be difficult to absorb with the current case processing workload. The actual increase in case workload is supported by the case processing time captured by case type which shows that Clerks do not have enough personnel hours to adequately support the case processing needs.

## 1.2 REVENUE DOES NOT CORRELATE TO WORKLOAD

Our analysis indicates that Clerk workload has increased over the last five years as a result of the work related to mandates, reopens and docket entries. Yet, over this time period, revenue has been variable as illustrated in Figure 1.2. These revenues do not include any 10% fine dollars allowed to be retained by Clerks, per s. 28.37(5), F.S., for these years as the Legislature did not require including these revenues in the budget process until fiscal year 15/16.

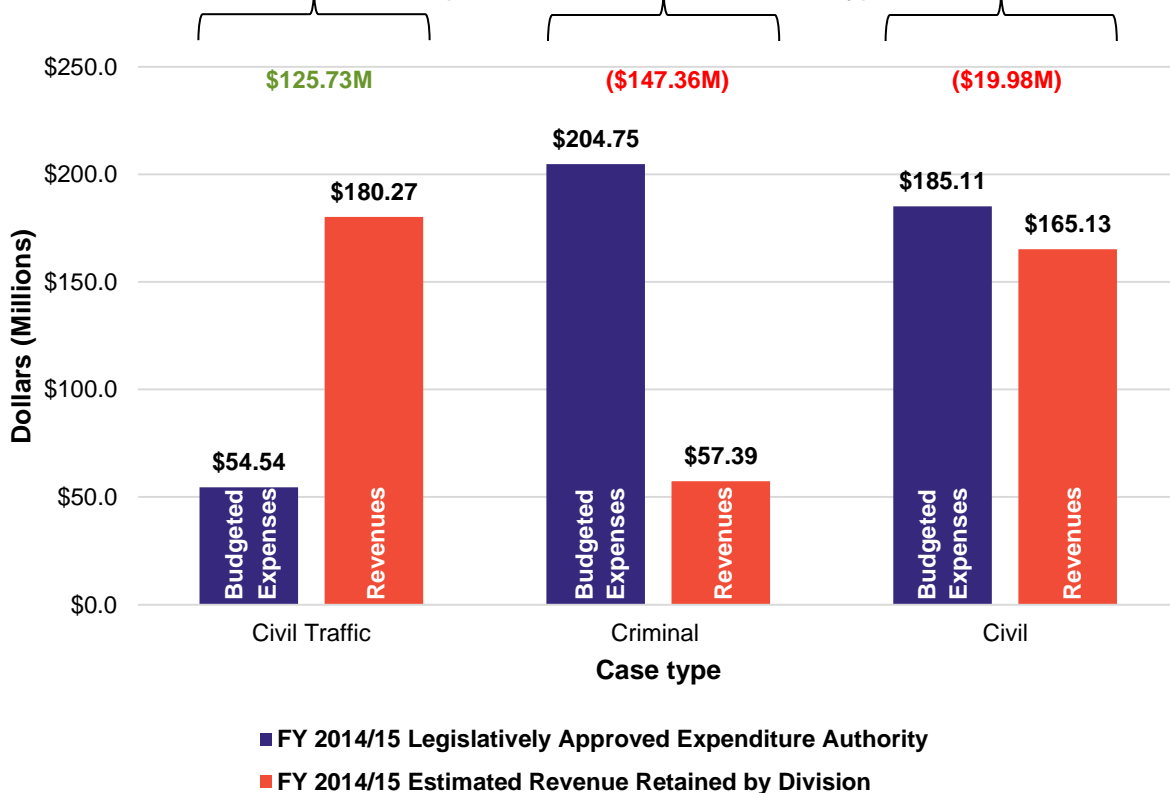


Data Source: CCOC

**Figure 1.2: Clerks' Retained Revenue for court related operations over last five (5) years**

Rather than being tied to workload, the variability in revenue is associated with the complexities of each fiscal year's mixture of cases that generate revenue. Indeed, analysis of the ten various case types on a state level indicates that some case types are able to generate excess revenue greater than the cost of case processing consistently, whereas other case types are inherently

unable to generate revenue sufficient to cover their related costs. The workload analysis completed by the team showed that Criminal cases are among those cases demanding significant effort and processing times of Clerks, yet are unable to generate substantive revenue. By contrast, Civil Traffic cases require among the least amount of effort and processing time of Clerks, yet generate substantive revenue. Figure 1.3 demonstrates the FY14/15 Revenues to Authorized Expenditure as it relates to case type.



Data Source: CCOC

**Figure 1.3: Estimated annual revenues as compared to authorized expenditure for FY1415**

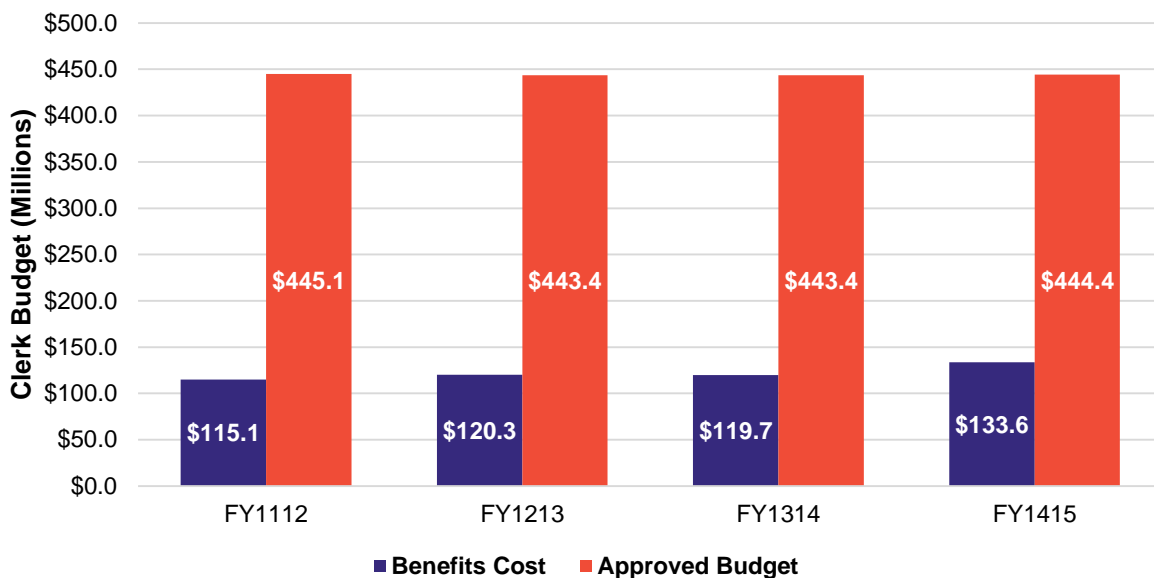
The Chart indicates that the Criminal case type budget deficit (-\$147.36M) must be supported by the positive revenue from Civil Traffic case types (\$125.73M). Also, revenue for Civil case types has been negatively impacted by factors such as the increase in indigency support required by the Clerks.

Therefore, it can be concluded that revenue is not a good indicator of workload, but rather is reflective of the characteristics (both case mix and volume of cases) that comprise annual case filings. Further analysis of revenue and cost drivers will be documented in a second report which is currently underway.



### 1.3 CLERK BUDGETS HAVE REMAINED STATIC OVER THE LAST FIVE YEARS, YET COSTS ABSORBED BY CLERKS HAVE INCREASED, RESULTING IN A NET DECREASE IN BUDGET AVAILABLE

As Figure 1.4 indicates, the approved Clerk budget has remained static over the last five years, yet, Clerks have simultaneously faced increases in operational costs that are associated with service provisions. Personnel benefits are increasing by 16% over the last three years and are occupying an ever-increasing share of approved budget. Figure 1.4 illustrates that these costs represent 25-30% of approved budget.



Data Source: CCOC

**Figure 1.4: Benefit increase over the four year period FY1112 – FY1415**

These costs have been absorbed by the Clerks without a commensurate increase in approved budgets. The net result has therefore been a decrease in the budget at the disposal of Clerks of 4% since fiscal year 2011/2012.

### 1.4 SUMMARY

The remainder of this report will provide the details to support the conclusion that while the number of cases processed has reduced over the last five years, the workload has not decreased in the same proportion and the impacts of other factors has actually resulted in an increase in workload. Also, the operational cost increases and revenue collection reduction has put significant pressure on the Clerks’ budgets. As a result of these factors, the ability of the Clerks to provide their services to the public, their judicial partners and the courts has been significantly impacted. The increase in workload is confirmed in the analysis of the effort by case type that shows the Clerks require more hours than they are currently able to deliver to adequately support the case processing. The revenue model as currently funded does not provide adequate and sustainable funding for operations and case processing demands of the Clerks.

# Section 2

# Introduction

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## SECTION 2 INTRODUCTION

### 2.1 OVERVIEW

The Florida Court Clerks Workload Analysis Project is an analytical examination of workload in Florida's County Clerks and the impact of changes to the cost and revenue base. The goals of the project are to develop a model of case workload and other work efforts associated with financial management, reporting, jury support and major new and expanded mandates that will help to assess the current workload of the Clerks. There is empirical data that shows the number of cases processed by the Clerks statewide have been reduced over the past five years. However, there is also qualitative and quantitative data that the workload to support the judicial processes and mandated reporting and other activities has not decreased over that time period. Specific goals are listed below.

- Identify key factors that have impacted the workload of the Clerks over the past five years
- Identify the effort required to process the various cases handled by the Clerks and match that to the current budgeted FTE count
- Verify the actual workload for the Clerks and the impact of the reduced cases processed versus the additional workload effort based on mandates or judicial actions
- Identify the impacts of the change in workload and the potential future impacts
- Identify other cost drivers impacting the overall budget

### 2.2 PROJECT APPROACH

The Clerks' engaged North Highland to form the Workload Analysis Project team in September of 2015 with a goal to complete the report in November. The project was initiated under the guidance of the Clerks' Workforce Analysis Workgroup chaired by the Honorable Stacy Butterfield of Polk County. The project team requested and received background information related to the prior and current workload factors. There was empirical data provided by the Florida Court Clerks and Comptrollers (FCCC) and Florida Clerks of Court Operations Corporation (CCOC). The CCOC was created at the direction of the Florida Legislature and provides operational support for the Clerks of Court in all 67 counties by reviewing and certifying court-related proposed budgets under the oversight of the Florida Legislature, the Governor, the Chief Financial Officer and the Department of Revenue.

The empirical data provided insight to the workload effort change over the last five years. To validate the data, the project team devised a comprehensive workload request to issue to the 67 Clerks. The request was divided in two main parts:

**Workload Processing by Case Type.** The team asked the Clerks to provide the workload associated with the ten case types stratified by complexity of the work effort (low, medium and high) by the type of activity (case maintenance, court preparation and attendance, records management and appeals). The case types were broken down into the sub-type for greater accuracy. For example, Circuit Criminal was broken down by Felony, Serious Crimes against Persons, and Less Serious Crimes against Persons, Crimes against Property, Drugs, Other Felony Offenses, and Circuit Criminal Other. The team also asked for workload effort for

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Financial Processing, Juror and Witness Processing, and Information and Reporting. A subset of Clerks were asked to provide this detailed information.

Major New and Expanded Mandates. In addition to the prior request, a request for workload effort for seven new and expanded mandated activities that have required workload effort of the Clerks. 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

Each of the 67 counties was asked to complete this section of the request.

The team requested the Clerks return the results within a week. To confirm the information provided, the team conducted six visits to different size Clerk sites based on county population. Two large counties were selected (Miami-Dade and Hillsborough), three medium size (Sarasota, Citrus and Pinellas) and one small county (Putnam). The site visits focused on understanding the approach for defining workload effort, verifying the work effort and understanding the impact of the mandates. In addition, the teams collected information on other factors that were impacting their work effort, costs, and revenue collection.

The information from the FCCC, CCOC, data requests and site visits was captured and analyzed by the team to form the basis of the Workload Analysis Report.

# Section 3

# Background

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## SECTION 3 BACKGROUND

### 3.1 INTRODUCTION

The Clerks have experienced a reduction in the number of cases over the past five years. As a result, budget authorization for the Clerks has been reduced over time. However, the Clerks' actual workload has not decreased due to various factors, including the implementation of a number of statewide, county and circuit-specific mandates in recent years.

Historically, the workload of Clerk offices has been viewed in a manner that does not truly capture all of the work being conducted by Clerk offices. Clerks report the number of cases filed by case type and the corresponding amount of fines, fees and service charges that are collected from those cases at the beginning of the case (filing fees) through the conclusion of the case (collection of fines and other fees). The perception is if case filings and fees decrease, as has been the case over the last few years for Florida and nationally, the corresponding workload decreases proportionally. However, every case is not the same. A capital murder case does not take the same amount of time to process as a speeding ticket. Because every case does not take the same amount of effort, a workload analysis was conducted as a part of the study to determine the actual effort required to process different case types and calculate the impact of recent mandates.

Workload assessment through weighted studies is a resource assessment methodology that weights cases to account for the varying complexity and need for judicial and court staff attention among court cases. While case counts alone have a role in determining the demands placed on state judicial systems, they are silent about the resources needed to process the vast array of cases differently. That is, raw, unadjusted case filing numbers offer only minimal guidance regarding the amount of work generated by those case filings. More importantly, the inability to differentiate the work time associated by case type creates the potential misconception that equal numbers of cases filed for two different case types result in equivalent workloads.

By weighting court case types, a more accurate assessment can be made of the amount of time required to process the Clerks' workload. Moreover, workload models have the advantage of providing objective and standardized assessments of need among courts that vary in geography, population and case filing composition.

In addition to duties mandated by statutes, Clerks are required to comply with Administrative orders issued by the Supreme Court and the various Circuit Chief Judges of the twenty judicial circuits in the state. All of this means that there is no established measure of operational or budgetary needs for the individual Clerks' offices.

### 3.2 CLERK BUDGETARY HISTORY

Prior to 2009-10, Florida Clerks of Court were funded pursuant to statute adopted in 2004 that allowed Clerks to retain legislatively designated fines and fees with budgets being approved for performing statutory court-related duties by the Clerk of Court Operations Corporation. The 2007-08 recession caused a major decline in revenue to the State, meanwhile providing a significant increase in revenue to Clerks from an abnormal spike in mortgage foreclosure. The

Legislature responded by putting Clerks in the General Appropriations Act (GAA) and transferring revenues that were previously retained by Clerks to the State. Additionally, some of these revenues were provided for other State uses instead of being available for the Clerks as in years past.

The funds and revenues statutorily authorized to fund Clerks' legislatively approved budgets during many of the last six years have not been sufficient. This resulted in the Clerks having to seek "backfill" revenues from the Legislature during several of these years.

In 2013, the Legislature removed Clerks from the GAA and returned to a fine/fee funded process with the Legislative Budget Commission (LBC) being directed to approve Clerk budgets annually. Since that time, the amount of revenues needed to fund the Clerks' approved budgets have continued to decline and come in below the amount necessary to fund their approved budgets. Although in some previous years the Legislature intervened and provided supplemental appropriations from state general revenue this was not done in FY 13/14 or FY 14/15. Without sufficient revenues, the Clerks were required to reduce their expenditures below their budget authority in both of those years. As an example, the Corporation required a reduction in budget authority of over \$23 Million dollars in FY 14/15 for the 67 Clerks. This trend is continuing as the most recent revenue projections by the state's Revenue Estimating Conference shows a \$27.3 Million shortfall below Clerks' current year budgets for fiscal year 2015-16. The CCOC has projected the most recent shortfall for 2015-16 to be approximately \$33 Million.

Despite increased operating cost and employee benefit cost increases, Clerk budgets have remained constant for more than 6 years at approximately \$444 Million. Declining revenues have resulted in insufficient budget which has led to a reduction in staff, furloughs and layoffs, indefinite hiring freezes, and office closures among others. While non-Criminal Traffic cases have decreased significantly, general Civil and Criminal case openings have not decreased as significantly and re-openings have actually increased.

An increasingly important source of workload for the courts is legislation. Bills are adopted that have a direct impact on the Clerks with no recognition of additional demand on their resources. During the last five years, Clerks have experienced major new and expanded mandates which have increased cost of operations. These mandates include statutory and court ordered requirements such as mandated redaction of confidential information in court records, required Civil and Criminal eFiling which also required development and implementation of a statewide eFiling system and the electronic public access to court records. Furthermore, pursuant to the Florida Supreme Court Administrative Order, Clerks are in the process of providing online public viewing of a court record.

# Section 4

# Approach



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## 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 mix<sup>1</sup>.

### 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.

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<sup>1</sup> 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.

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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.

# Section 5

# Workload Analysis

## SECTION 5 WORKLOAD ANALYSIS

### 5.1 ANALYSIS OF FL CLERKS OF COURTS CASE FILINGS FROM FY1011 THROUGH FY1415

Collection and analysis of case filings (inclusive of new and reopens) over the last five years indicates that the number of new cases filed overall has decreased. Table 5.1 illustrates that FY1011 saw a total of 7.50 Million cases opened, whereas 6.45 Million cases were opened in FY1415; a decrease of some 1.05 Million cases, or 14%. See Appendix 6.1 for further detail of case filings and reopens for the period FY1011 through to FY1415.

Case Type	Financial Year			Reduction (cases)	Reduction (% of total)
	Metric	FY1011	FY1415		
Criminal	Case Filings	1,773,248	1,512,945	260,303	24.7%
	YoY Change (%)	-	-14.6		
Civil Traffic	Case Filings	3,803,927	3,100,252	703,675	67.3%
	YoY Change (%)	-	-18.6		
Civil	Case Filings	1,922,440	1,836,927	85,513	8.0%
	YoY Change (%)	-	-4.4		
Total	Case Filings	7,499,679	6,450,124	1,049,555	100
	YoY Change (%)	-	-14.0		

Data Source: CCOC Outputs reports, FY1011 and FY1415

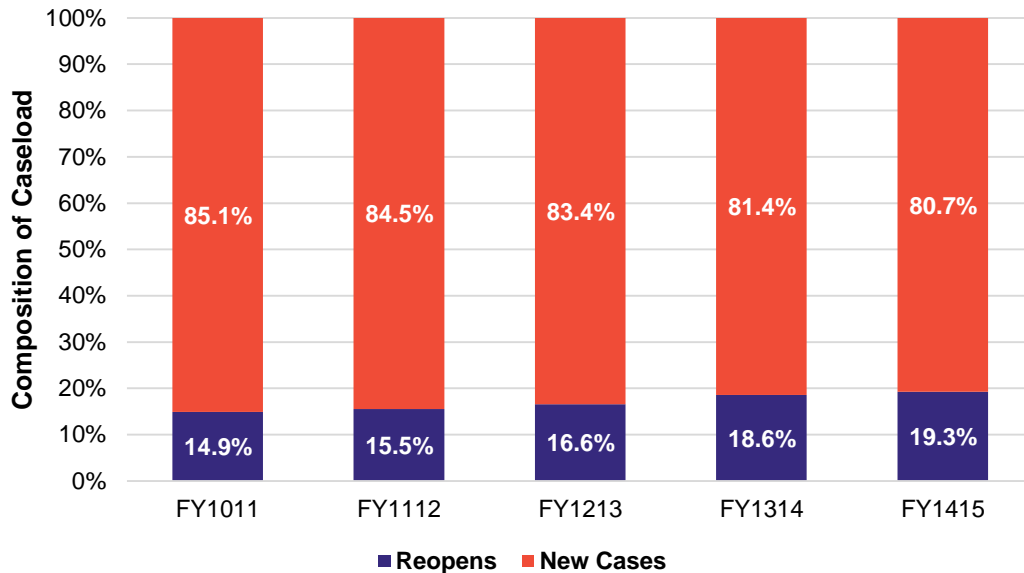
**Table 5.1: Comparison of New Case Filings and Relative Change between Fiscal Years 10/11 and 14/15**

Further analysis of case workload over the period FY1011 through FY1415 highlights some significant characteristics of the reduction noted above. Of the 1.05 Million reduction in cases between FY1011 and FY1415, 704,000 or approximately 67% can be attributed to a reduction in Civil Traffic case filings. Thus, the reduction in Civil Traffic case filings comprises 9.4% of the overall 14% reduction in case filings during this period.

However, our bottom-up workload assessment of the time spent processing case filings by Clerk offices indicates that, as a percentage of the total effort (in minutes) put into case processing, Civil Traffic comprises only 15.7%. Therefore, Civil Traffic cases comprise only a small fraction of the total Clerk effort need to process cases, such that the substantial reduction in Civil Traffic case filings has not led to a commensurate reduction in the work effort required of Clerks.

Conversely, over the same period of time, Criminal cases comprised approximately 25% of the total reduction of case filings yet represents almost 53% of Clerk workload in terms of minutes. Finally, Civil cases comprises 8% of the reduction in case filings, but represents almost 32% of Clerk workload. Overall, it can be concluded that, because of the differences in the amount of effort in minutes that Clerks expend on new Civil Traffic, Criminal and Civil cases, they do not experience a proportionate decrease in workload as case filings decrease.

It is also noteworthy that reopened cases have become a larger component of the overall Clerk workload, as shown below in Figure 5.2. This is significant because Civil Traffic cases are not subject to reopens during the timeframe FY1011- FY1415. Reopens are thus associated with more time intensive Criminal and Civil (non-Civil Traffic) cases. Since these case types represent 53% and 32%, respectively, of workload in terms of processing time, reopens in effect represent a heavier demand in terms of workload than is evidenced simply by the use of reopened case counts. Table 5.3 below represents a summary of the analysis.



Data Source: CCOC Outputs reports

**Figure 5.2: Chart showing the increasing amount of reopens as a percentage of total case filings for the period FY1011 – FY1415.**

As shown in Appendix 6.1.3, Reopen Cases, the most significant increases occur with the most complex cases (Circuit and County Criminal). Therefore, the reopens have a significant impact to the case processing time.

Case Type/Sub-type		Case Weight (minutes per case)	Workload (Minutes)	Case Filings	Portion of Total Filings (%)	Portion of Workload (%)	Aggregated Workload (%)	Aggregate Contribution to 5-year Decline (%)
Criminal	Circuit Criminal	1496	130,627,433	87,345	4.4	24.3	52.7	7.3
	County Criminal	462	61,496,523	133,200	6.7	11.4		
	Criminal Traffic	469	70,832,102	151,070	7.6	13.2		
	Juvenile Delinquency	961	20,200,899	21,030	1.1	3.8		
Civil Traffic		70	84,315,149	1,200,242	60.8	15.7	15.7	2.2
Civil	Circuit Civil	758	49,541,848	65,399	3.3	9.2	31.6	4.4
	County Civil	252	43,112,860	170,918	8.7	8.0		
	Probate	373	19,476,812	52,241	2.6	3.6		
	Family	527	44,909,896	85,254	4.3	8.4		
	Juvenile Dependency	1610	13,020,000	8,087	0.4	2.4		
Total		-	537,533,528	1,974,783	100.0	100.0	100.0	14.0

Data Source: North Highland analysis of Clerk workload (case weights and workload data), CCOC Outputs reports (case filing data)

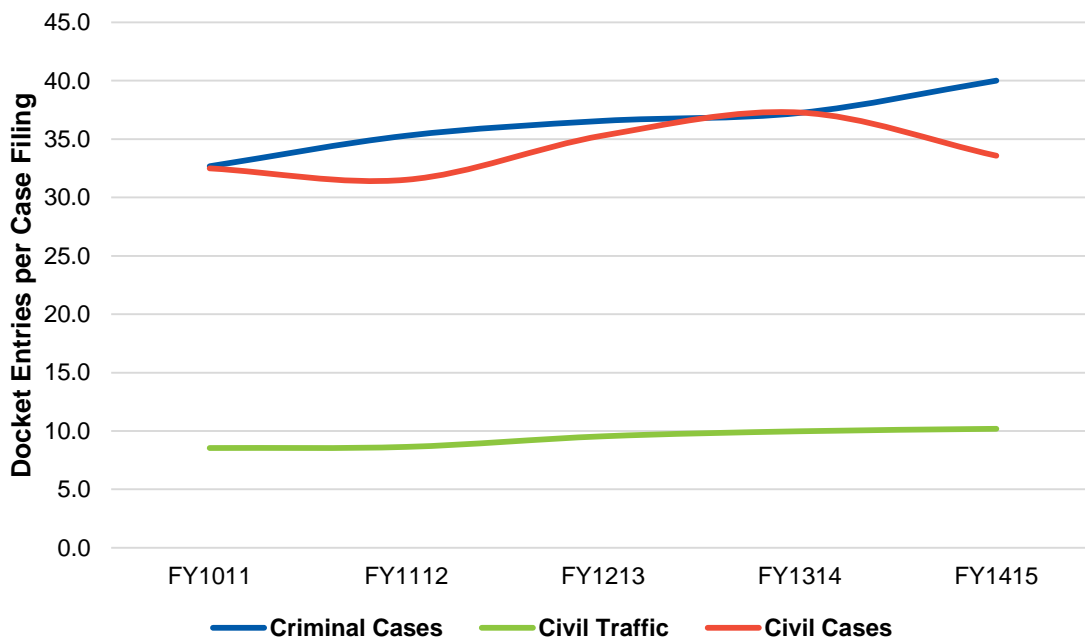
**Table 5.3: Translation of Workload in Cases to Workload in Minutes, and Comparison across Case Types for Counties**



As a final metric to show that the decrease in case filings has not resulted in a proportional decrease in workload for Clerks, we analyzed the number of docket entries that are associated with case filings over the time period of FY1011 through FY1415. Per Title V Section 28.211, Clerks are required to keep dockets according to the following:

**28.211 Clerk to keep docket.**—The Clerk of the circuit court shall keep a progress docket in which he or she shall note the filing of each pleading, motion, or other paper and any step taken by him or her in connection with each action, appeal, or other proceeding before the court. The Clerk may keep separate progress dockets for civil and Criminal matters. The Clerk shall keep an alphabetical index, direct and inverse, for the docket. History.—s. 1, ch. 71-4; s. 160, ch. 95-147.

Docket entries associated with case filings is thus indicative of the number of times that Clerk staff touch a case, and captures workload involved not just in opening or reopening cases, but managing cases. Analysis of docket entry data for case filings (Figure 5.4) indicates that docket entries have steadily increased for Criminal, Civil and Civil Traffic case types from FY1011 through FY1415. The increase in docket entries between FY1011 and FY1415 amounts to 22.4% for Criminal cases, 3.3% for Civil cases and 19.3% for Civil Traffic cases. Tables 5.5 summarizes docket entry data for the period FY1011 to FY1415. Given that each docket action implies work effort in processing cases, it can be concluded that the increase in docket entries and times Clerk staff are required to touch a case during the period FY1011 through FY1415 implies an increase in workload during this period.



Data Source: CCOC Docket Entries per Workload Analysis

**Figure 5.4: Chart showing the increasing number of docket entries per case filing for the period FY1011 – FY1415.**

Case Type		Financial Year		
		Metric	FY1011	FY1415
New Cases	Criminal	Docket Entries	44,415,934	42,091,992
		Cases Filed	1,359,515	1,052,310
		Entries per case	32.7	40.0
		YoY Change (%)	-	22.4
	Civil Traffic	Docket Entries	32,494,026	32,487,125
		Cases Filed	3,803,927	3,100,252
		Entries per case	8.5	10.2
		YoY Change (%)	-	19.3
	Civil	Docket Entries	39,609,769	35,535,820
		Cases Filed	1,219,198	1,058,486
		Entries per case	32.5	33.6
		YoY Change (%)	-	3.3

Data Source: CCOC Docket Entries per Workload Analysis

**Table 5.5: Comparison of Docket Entries and Relative Change between Financial Years 10/11 and 14/15**

In conclusion, the analysis of Clerk workload indicates that while case filings have decreased, aggregate activity measures related to workload have not experienced a commensurate decrease. Rather, the decrease in case filings has been driven primarily by a decrease in the number of Civil Traffic cases filed, which are among the least demanding in terms of the effort and time required to perform case processing responsibilities. Moreover, activity as measured by reopens and docket entries have increased in spite of the decrease in case filings.

## 5.2 ANALYSIS OF CLERK CASE WORKLOAD AND PROCESSING EFFORT

### 5.2.1 IMPACT OF MAJOR NEW AND EXPANDED MANDATES IMPLEMENTED OVER THE PAST FIVE YEARS

Clerk operations have also been impacted by judicial and legislative mandates over the period FY1011 through FY1415. A description of major new and expanded mandates and high level implications of these mandates on Clerk activities is shown in Table 5.6. In all cases, the required compliance with these mandates has added to the workload of Clerk staff. In order to quantify mandate impact on Clerk workload, our workload assessment included data requests related to major new and expanded mandates. Specifically, we asked Clerks to provide the time per month expended on work required to be compliant with mandates by case type. Once the data was collected, the time was annualized, at which point the workload in annual minutes was then converted to workload in terms of FTEs.

Mandates	Description
<b>Redaction</b>	Administrative Order SC14-19 and 15-18, administrative orders from the Florida Supreme Court, required redaction as part of electronic access. While some Clerks are using technology to support the redaction, all are manually verifying with many still redacting manually.
<b>eFiling, including back-scanning document review and acceptance</b>	Statewide portal eFiling started in 2010-11, and was mandated to be used by attorneys in 2013. Some Circuit judges still require paper files in addition to the electronic, requiring Clerks to print everything eFiled.
<b>Payment Plan setup and maintenance</b>	In an effort to increase collection of fees and fines, the Clerks were mandated to begin allowing the use of payment plans for outstanding debts. The Clerks must setup, monitor and maintain the payment plans.
<b>Systems testing and implementation</b>	Mandates that required redaction, public access and other activities have resulted in significant technology changes over the past five (5) years. This has resulted in time spent each year in testing new and upgraded systems.
<b>Pro se activity as it relates to indigence assistance, guidance, etc.</b>	Requirement to provide pro se support for the indigent population through counseling, guidance, and assistance in court activities has increased due to significant increase in the indigent population using Clerk provided services.
<b>Electronic Record on Appeal</b>	Mandate from the Florida Supreme Court that requires records to be assembled according to standard and transmitted a specific way.
<b>Public Access Online</b>	Florida Supreme Court Administrative Order that requires documents to be made available to public via electronic means.

Data Source: Florida Court Clerks and Comptrollers

**Table 5.6: Overview of Implemented Major New and Expanded Mandates**

Results indicated that large counties (as determined by county population) experienced an increase in workload that, on average, represented approximately 55 FTEs, whereas medium and small counties experienced increases equivalent to 20 and 4 FTEs, respectively. The impact on workload of these mandates was subsequently found by calculating the percentage these FTE numbers represented relative to county total Court Division FTEs. On average for the large counties, the mandates implied a 17% addition to the case processing workload. Similarly, medium and small counties experienced an added 23% and 20%, respectively, to case processing workload (see Appendix 6.2 for more detailed data). Table 5.7 summarizes findings.

The higher average FTE impact on larger counties relative to smaller counties can be explained by the larger case filings that these counties process, which is in turn associated with higher mandate compliance workload. Similarly, the lower average workload impact associated with larger counties can be explained by the fact that these counties have higher Court Division

FTEs such that the FTE impact of the mandates represents a smaller fraction of the overall Court Division FTEs, relative to medium and small counties.

County Size	Average Impact As Measured in FTEs	Average Workload Impact (%)
Large	55.4	17
Medium	20.1	23
Small	3.9	20

Data Source: North Highland analysis of Clerk workload

**Table 5.7: Impact of Major New and Expanded Mandates on Workload**

Analysis also allowed the team to identify those individual mandates that are the largest contributors to the added workload that the mandates represent. As Table 5.8 shows, Redaction and eFiling comprise the largest increase to case processing workload, which was consistent with feedback that the team obtained during the county site visits.

Major New and Expanded Mandates	FTE Impact By County Group		
	Large	Medium	Small
eFiling, including back-scanning document review and acceptance	21.4	6.5	2.2
Redaction	10.9	5.9	0.6
Systems testing and implementation	6.6	0.8	0.1
Pro se activity as it relates to indigence assistance, guidance, etc.	6.4	2.9	0.3
Public Access Online	4.6	2.9	0.2
Payment Plan setup and maintenance	4.1	2.0	0.4
Electronic Record on Appeal	1.3	0.4	0.2

Data Source: North Highland analysis of Clerk workload

**Table 5.8: Impact of Major New and Expanded Mandates by County Grouping (in FTE)**

In the context of the case filing analysis of Section 5.1, the mandate analysis helps in part to explain the variance observed in terms of the case processing workload as provided by the various counties. The majority of tasks associated with mandate compliance is inherently part of case processing effort. Both by analysis and by observation during site visits, each mandate affects each county differently such that counties of similar sizes may experience higher or lower than average FTE/workload impact based on processes in place. A prime example of this is redaction, where some counties may be performing manual redaction whereas peer counties elsewhere are redacting using software and automation.

The analysis of mandates, combined with the analysis of re-opens and docket entries from Section 5.1 indicates that overall workload for case processing is increasing, despite the reduction in the number of case filings over the period of FY1011 through FY1415. In addition, the Clerks are also monitoring additional mandates which stand to further increase case processing workload. Among the more significant of these are:

- The Florida Courts Technology Commission (FCTC) is investigating the required use of a new type of searchable document (PDF/A) standards by Clerks for ePortal PDF documents. It is expected that the standard is 3 or 4 years away from implementation. Currently, the FCCC surveyed Clerks on the cost to provision their local case maintenance system (CMS) vendor for new PDF/A to their CMS, equipment needs and training, since the FCTC wants to know how much implementation will cost Clerks. Funding is uncertain so this may ultimately become a mandate.
- Other future/potential mandates can encompass any Administrative Order (AO), which can impact Clerk workload. In general, Clerks receive notice ahead of time in order to facilitate discussion regarding any potential AOs that go into effect. While some circuits comprise single counties, other circuits comprise several counties. Thus, a circuit AO can apply to some counties, but not to others, which means that the workload of some counties will be affected by any AOs, where other county workloads are not. This will be examined further in a follow-up report of the cost and revenue drivers.

The effect of these mandates cannot be quantified at this point; however, the above analysis together with the analysis from Section 5.1 indicates that with the current status quo in place with respect to FTEs, the impact of these future mandates will be challenging to absorb.

## 5.2.2 CASE PROCESSING FTE ANALYSIS

Analysis thus far has focused on the various components of Clerk workload, and it is clear that despite the reduction in case filings, there has not been a commensurate reduction in work across these workload components. Our team next sought to analyze workload in a bottom-up manner in order to quantify the demand on resources that the current Clerk workload places on Clerk offices in broader terms.

Our analysis of Clerk workload allowed us to determine workload in terms of minutes required to process case filings across the 10 primary case types in a year, as opposed to looking exclusively at trends in the number of cases across these case types. In addition, by obtaining the amount of available work time that a member of staff in a Clerk's office has for performing case processing tasks annually, we were able to calculate the number of FTEs that are required in order to complete annual case processing workload.

Our analysis of the workload data from each of the presentative Clerk offices who provided responses commenced with the conversion of the minutes per task per case type into total minutes per case type. Clerk offices were asked to provide indication of the percentage of cases that were deemed low, typical or high time intensity within each case type, such that total minutes per case type could be calculated more accurately by using a weighted average approach. Once total minutes per case type was obtained, the team was able to calculate for

each of the 10 case types per county, the number of FTEs needed to process the case filings. With this data in hand, the team sought to validate initial findings through site visits to 6 counties who provided the workload data. A critical piece of data obtained at site visits was lifespan of the various case types. 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. By obtaining lifespan data, the team was able to normalize case processing times to a 1 year period.

After obtaining lifespan data as well as validating and reviewing processing time with counties, the FTEs for each county overall as well as a per case type was calculated. The calculated FTE figures for case processing were then compared with the budgeted Court Division FTE numbers obtained from the CCOC. Across the board, it was evident that the calculated FTEs derived from the bottom-up analysis via the workload met or exceeded the corresponding budgeted FTEs for each of the counties.

Considerate of the fact that our analysis of Clerk case processing times was based on a moment in time, we compared FTEs for each county to its peers based on population size. Within each peer group large, medium and small, there was notable variation between counties, which can be (in part) attributed to the fact that the data was based on Clerk provided time. After repeated analyses, county site visits, and review of the analyses with Clerk offices, we obtained with a significant degree of confidence data sets from each large, medium and small peer group that were deemed to be representative of each peer group.

The bottom-up workload assessment indicates that the large peer group on average requires 20.8% more FTEs than is currently budgeted for in order to process current case workload. Similarly, medium sized counties require 21.4% more, while small counties on average require 22.4% more. See Appendix 6.3 for detailed results of the analysis.

### **5.2.3 WORKLOAD ANALYSIS FOR FINANCIAL PROCESSING AND INFORMATION AND REPORTING**

We asked responding counties to provide added data on financial processing and information and reporting tasks that are the responsibility of Clerks. These activities collectively represent approximately half of the work that is expected of Clerks, and as such represents a significant demand of Clerk staff. We asked Clerks to provide the time per month expended on activities as related to these three areas of workload, and once data was collected, the time was annualized. Thereafter, the workload in annual minutes was then converted to workload in terms of FTEs.

Given that these tasks are performed by Court Division FTEs, analysis of the data centered on calculating the FTE impact of these activities as a percentage of the total Court Division FTEs for each county. The data was then compared across county peer groups of large, medium and small counties. Table 5.10 summarizes the average FTE impact per county peer group for each of the two areas of activity.

Activity	County Size	Average Impact As Measured in FTEs	Average Workload Impact (%)
Information & Reporting	Large	36.2	8.6
	Medium	13.5	13.0
	Small	4.5	18.2
Financial Processing	Large	39.0	9.26
	Medium	10.1	13.7
	Small	6.0	21.1

Data Source: North Highland analysis of Clerk workload

**Table 5.10: Impact of Major New and Expanded Mandates on Clerks Workload**

It is clear that the FTE impact is most acute in the case of the small counties, relative to the large and medium counties. This was confirmed on site visits, and relates to the fact that the smaller counties have smaller Clerk staff such that individual staff members take on many responsibilities and tasks. Thus, FTEs that perform case processing tasks are more involved in areas of juror and witness processing, financial processing and information and reporting. By contrast, the medium and larger counties have a higher degree of staff specialization in addition to larger staff, such that the workload for these three areas has a lower impact on those Clerk staff who perform case processing activities.

Overall, these two areas of workload represent effort for Clerk staff over and above case processing activities. Site visits confirmed that effort in the areas of information and reporting tasks in particular represents added workload that is independent of case filings, and that the amount of required reporting is substantial (see Appendix 6.4 for list of required reporting by Clerks).

#### 5.2.4 ADDITIONAL WORKLOAD DRIVERS

Another key driver of Clerk workload is the required support of the judiciary. Clerks are required to provide resources in support of Judges, Magistrates and other judicial officers (hearing officers, state attorneys, public defenders, and so forth). As Table 5.11 illustrates, the number of judicial officers has remained constant over the period of FY1213 to FY1415, while the number of State Attorneys Office FTEs and Public Defenders office FTEs have increased. Senior judge hours have also increased. By contrast, Clerk FTEs have decreased over the same period. Therefore, despite the decline in new cases, the workload as related to supporting judicial officials in disposition of cases has not declined.

Additionally, evidence from site visits indicate that court sessions have not decreased during the last five years. Rather some counties have reported an increase in demand for Clerk resources related to court sessions as judges periodically seek to hold extraordinary court sessions. Our observations at site visits exemplified this – in many cases, the Clerk is required to staff the court room regardless of case filings, such that the number of court sessions requiring Clerks has not changed. Rather, the length of time per case hearing varies depending on case filings. Additionally, staff have also had to cover extraordinary court sessions held on Saturdays in order to support judges looking to clear a backlog in driver license suspension

Judicial Official (FTEs)	Budgeted FTE per Financial Year			
	FY1213	FY1314	FY1415	FY1516
Circuit Court	599.00	599.00	599.00	599.00
County Court	302.00	302.00	302.00	302.00
Child Support Hearing Officer	41.00	41.00	41.50	41.50
Magistrate	93.25	93.25	93.25	93.25
State Attorneys	6,059.25	6,065.25	6,079.25	6,089.25
Public Defenders	2,796.00	2,799.00	2,801.00	2807
<b>Total</b>	<b>9,890.50</b>	<b>9,899.50</b>	<b>9,916.00</b>	<b>9,932.00</b>
<b>Senior Judge Days</b>	<b>6,000</b>	<b>6,249</b>	<b>6,249</b>	<b>6,586</b>
<b>Total Clerk FTEs per Operational Budget</b>	<b>8,095.81</b>	<b>8,073.22</b>	<b>7,979.26</b>	<b>7,785.47</b>

Data Source: CCOC; FY1516 data is projected

**Table 5.11: Budgeted Judicial FTEs for the period FY1213 through FY1415, compared to Clerk Budgeted FTEs**

cases, in conjunction with the Department of Highway Safety and Motor Vehicles. Similar scenarios were observed at other site visits.

The creation of new statutes, or what may seem like small or insignificant changes to existing statutes, often results in additional workload either through programmatic or procedural changes. According to the FCCC, **of the 255 bills that were passed in the 2014 Legislature, approximately 20% (47) have some effect on the operations of the Clerks.** As an example, Cyber Stalking was recently added as a new charge under Domestic Violence. Domestic Violence cases are a type of case that requires a Clerk's office to be available to the filer 24 hours a day, 7 days a week yet does not have any direct filing fees or revenues to offset the costs of the workload.

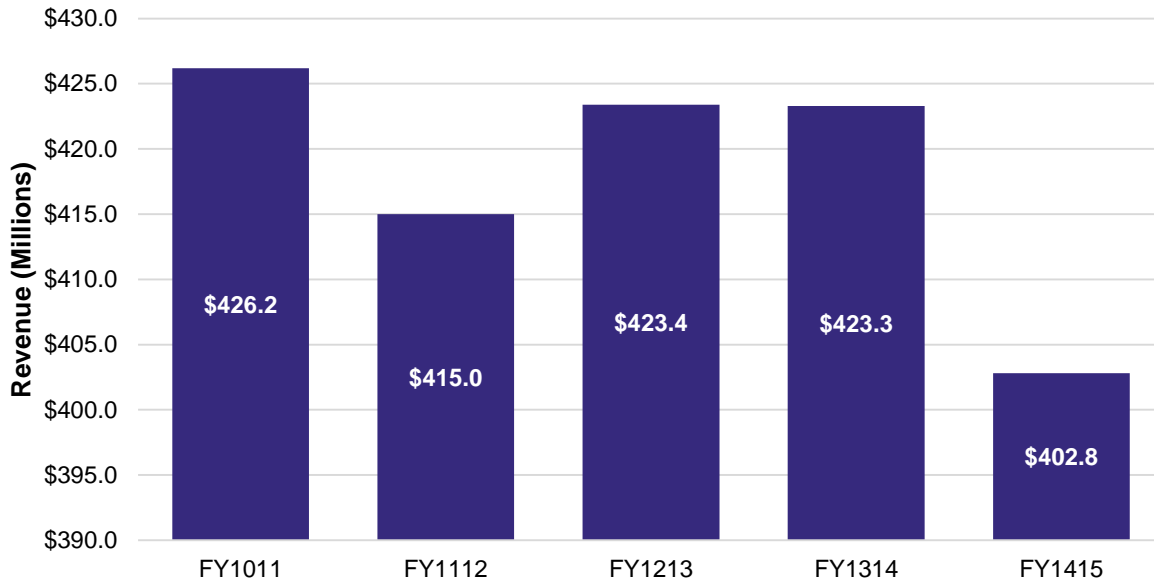
The judiciary also influences the degree to which Clerk offices are able to leverage electronic documentation in their operations. Site visits to Clerk offices revealed that judicial officials oftentimes prefer to have paper copies of documentation that is filed and/or kept electronically. This resulted in Clerk offices having to operate under a dual system, whereby new cases are filed via eFiling (as mandated), yet judicial officials continue to use paper copies in court such that Clerks have to not only comply with eFiling mandates, but also put effort into printing, copying and filing or storing paper copies. Where judicial officers have embraced the use of electronic documentation, Clerk officers have been able to avoid substantial workload as related to the printing and handling of paper documents.

### 5.3 WORKLOAD ANALYSIS AND REVENUE

Our analysis indicates that Clerk workload has increased over the last 5 years due to workload related to mandates, reopens and docket entries, despite the drop in case filings over the same period. Yet, over this time period, revenue has been variable as illustrated in Figure 5.12. Note,



these revenues do not include any 10% fine dollars allowed to be retained by Clerks, per s. 28.37(5), F.S., for these years as the Legislature did not require including these revenues in the budget process until fiscal year 15/16.



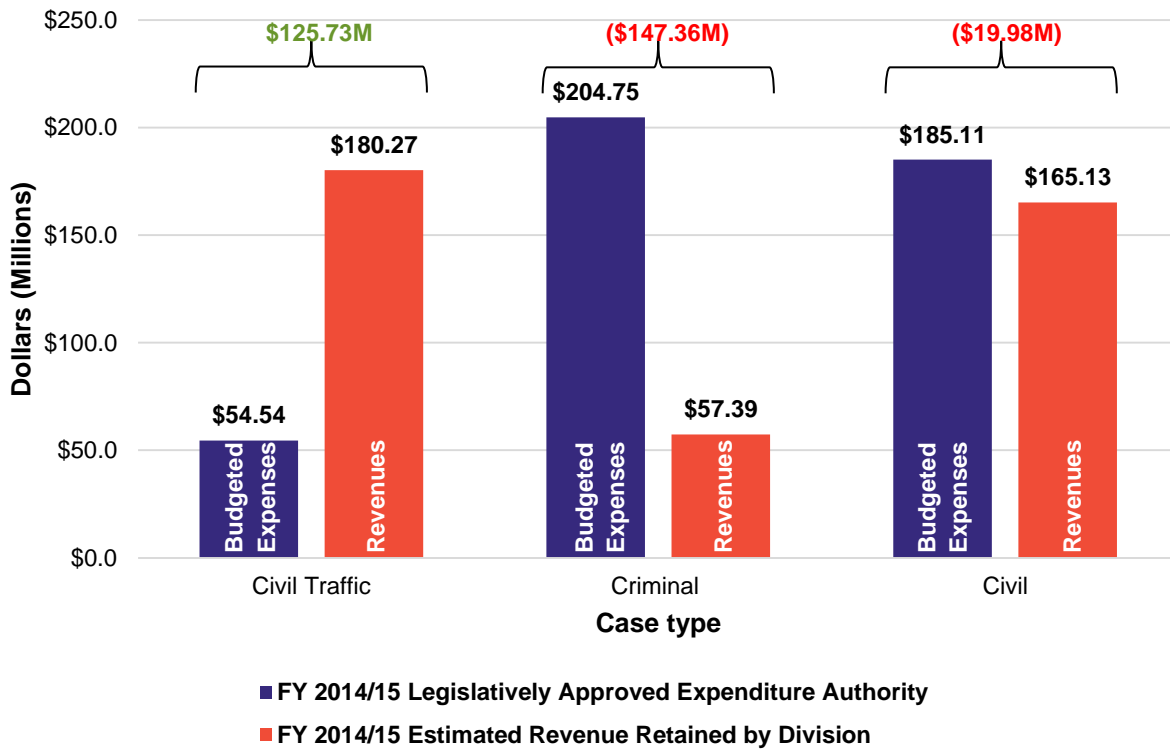
Data Source: CCOC

**Figure 5.12: Clerks' Local Revenue for court related operations over the period FY1011 through FY1415**

The variability in revenue can be explained by the complexities of each fiscal year's mixture of cases that generate revenue. Analysis of the 10 primary case types for FY1415 indicates that some case types are able to generate revenue consistently greater than the cost of processing, whereas other case types are inherently unable to generate revenue sufficient revenues to cover their cost of processing. As Figure 5.13 shows, Civil Traffic cases are net positive in terms of the annual revenue these cases generate and approved expenditure allocated for processing these cases. By contrast, Criminal cases are substantially net negative, while Civil cases (apart from Civil Traffic) is only slightly net negative. See Appendix 6.5 for more detailed data on revenues and expense by case type.

However, the workload analysis performed above (Table 5.3) indicates that Criminal cases are among the most demanding of Clerk effort and processing time. Civil cases also demand significant effort, yet are net positive when comparing revenue and expense. By contrast, Civil Traffic cases require among the least amount of effort and processing time of Clerks, yet generate substantive revenue with relatively low expenses.

The workload analysis therefore supports the conclusion that revenue is not a good indicator of workload. Indeed, the indicators of workload have been analyzed in detail in Section 5.2. Rather, revenue is aligned with and is reflective of the characteristics (both case mix and volume of cases) that comprise annual case filings, which have been analyzed in part in Section 5.1.



Data Source: CCOC

**Figure 5.13: Estimated annual revenues as compared to authorized expenditure for FY1415**

#### 5.4 CLERK BUDGETS AND COSTS

Despite the increase in Clerk workload over the last 5 years, Clerks have experienced static FTE budgets over the period FY1011 to FY1415. Consequently, Clerk offices have been required to do an increasingly larger workload without a commensurate increase in the number of FTEs available to process this workload.

Such a scenario is associated with service risks, due to the fact that Clerks are unable to provide the high quality of service that is expected by their respective communities. Qualitative support of the risks associated with the current status quo was evident during our site visits.

As a result of Florida's Clerks not being adequately funded, they are making difficult decisions related to the operations of Clerks' offices across the state. Some must implement furloughs, reduce hours of operations and lay off employees to accommodate the budget deficits. Such cuts required prioritization of mandated responsibilities affecting essential services, public safety and commerce by delaying the timely completion of mandated responsibilities.

The impacts of the budget cuts are varied across the state, which is expected given different county sizes and the complexity of budgets and operations. But what does not differ from county to county is the fact that a continued lapse in funding for Florida's Clerks will result in a negative impact on commerce by delays in processing new cases, reporting Civil case

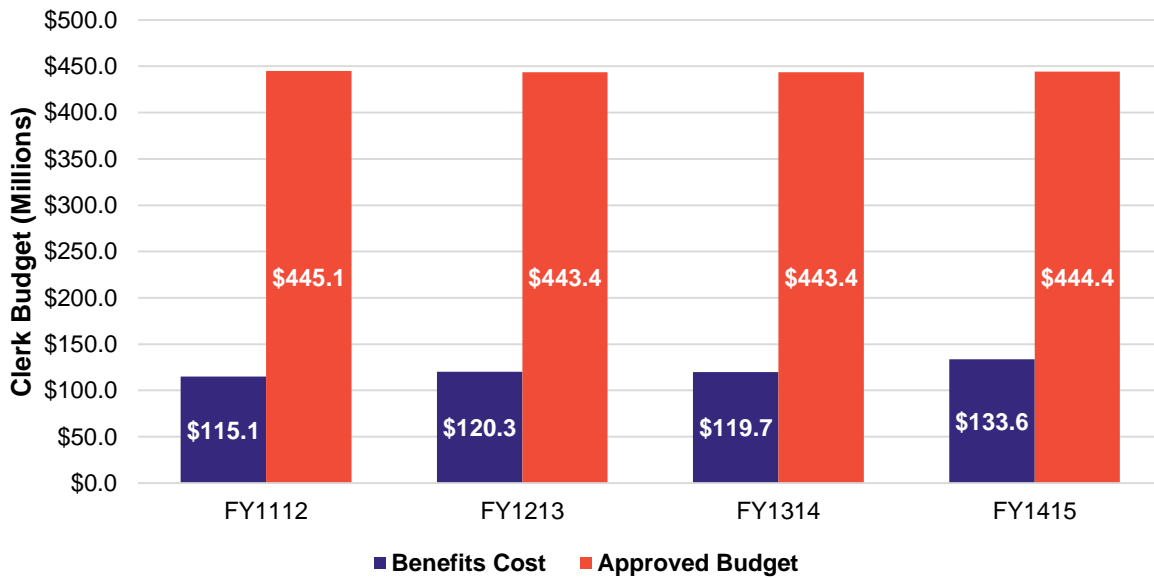
activities, issuing processes and disbursements pursuant to orders, and reacting to post judgment writs.

More threatening is the potential to jeopardize public safety by the reduction in review processes when issuing warrants, recalls and reporting Criminal case dispositions to numerous agencies that rely on this information to protect public safety.

The static budget is intrinsically tied to the larger Authorized Expenditure Budget, which has itself remained largely static over the period FY1011 through FY1415. The resources required in order to increase FTE levels so as to meet workload demand have not been available. Consequently, and as seen during the course of the site visits, vacancies within county offices have largely gone unfilled. Similarly, some counties were experiencing hiring freezes and were unable to onboard new talent in order to reinforce their current staff. Further, those counties able to hire new talent often referred to the cost of hiring and training new hires which is often adds to operational costs.

While the static budgeted FTE numbers have come with service costs for Clerk offices, Clerks have also incurred added monetary costs that are also tied to the unchanged Authorized Expenditure Budget. Clerks have faced increases in operational costs derived from serving their communities. Our team identified cost major drivers that have led to an increase in budgetary requirements, in particular employee benefits, and document storage costs.

Figure 5.14 illustrates the rise in benefit costs over the period FY1112 through FY1415. Year-on-year increase in benefit costs during this period averaged 5.2%, and are up 16.1% since FY1112. By contrast, the budget during the same period was down 0.05% year-on-year and was essentially static, resulting in a 4% reduction in budget available for case processing and other court activities. As a result, Clerks themselves have had to absorb the increase in benefits without a commensurate increase in budget.

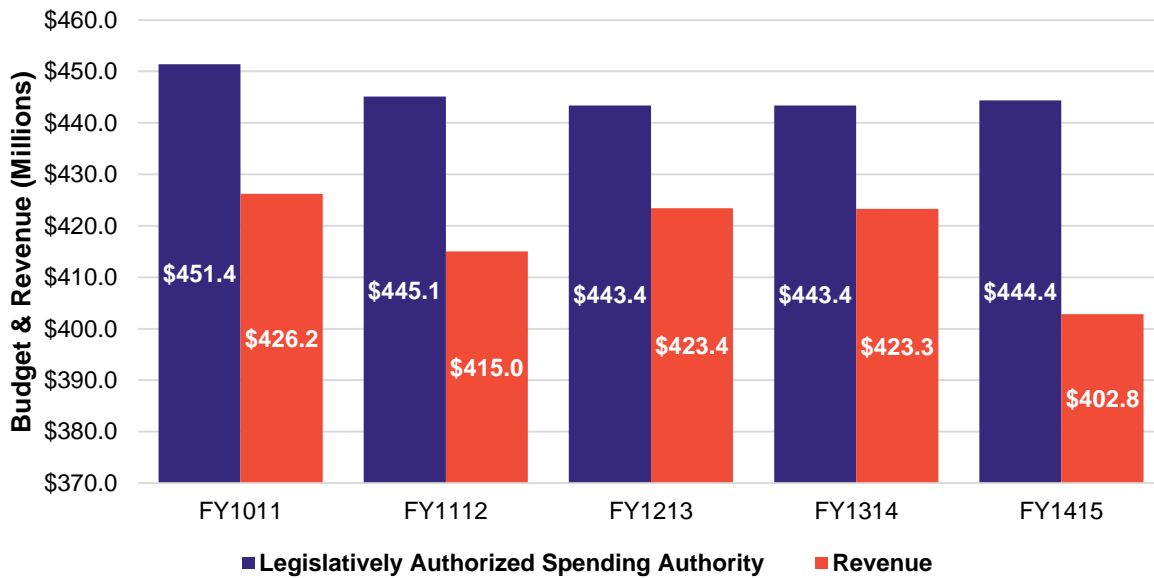


Data Source: CCOC

**Figure 5.14: Benefits costs relative to Clerk Budget for FY1112 through FY1415.**

As Clerk operations continue to rely more and more on electronic documentation, offices are still expected to preserve physical documentation for record keeping purposes, which represents cost. To this point, some records have recently become subject to an Administrative Order changing the length of time that records are to be kept from 5 years to 75 years. As such, record keeping costs are expected to increase substantially as Clerks incur the costs of additional record storage and retrieval.

As operational costs have increased, Clerk revenue has been variable at best. Between FY1011 and FY1415, revenue has declined from \$426 Million to \$403 Million, as illustrated in Figure 5.15. This decrease has led to the reduction in the legislatively Authorized Spending Authority noted above. Overall, the rise in operational costs together with the decline in budget has prompted Clerks to find ways to nullify any impact on case processing workload. Through our site visits, examples of such action included the use of temporary workers or night staff in order to assist in case processing, as well as consolidating and streamlining processes in order to drive efficiencies.



Data Source: CCOC

**Figure 5.15: Clerk Budget relative to revenues for FY1011 through FY1415.**

## 5.5 SUMMARY

In summary, the analysis of Clerk workload performed by our team supports the following conclusions:

1. The decline in case filings is driven by a sharp decline in Civil Traffic cases
2. The effort required of Clerks to process Criminal, Civil and Civil Traffic cases are substantially different. Civil Traffic cases are among the least demanding in effort; Criminal cases are most demanding. Consequently, the decline in case filings overall has not resulted in a proportional decline in Clerk workload
3. Considering reopens, docket entries and work associated with complying with mandates, Clerk workload is increasing, despite the decrease in case filings. A bottom-up, broad assessment of Clerk case processing workload supports this finding.
4. Revenue and workload are not aligned. Revenue is a function of the complex composition (both case mix and case volume) that comprise annual case filings
5. Clerks have in effect experienced a net decrease in budget as authorized budget has remained constant yet costs of operations has increased.

# Section 6

# Appendices

## SECTION 6 APPENDICES

### 6.1 NEW AND REOPEN CASE FILING TRENDS, FY1011 – FY1415

#### 6.1.1 SUMMARY

Metric	Financial Year					Change from FY1011 – FY1415 (%)
	FY1011	FY1112	FY1213	FY1314	FY1415	
<b>Total, FY1011 through FY1415</b>	7,499,615	7,446,768	7,293,180	6,871,524	6,450,124	-14.0%
<b>Adjusted Total (less Civil Traffic)</b>	3,695,688	3,612,309	3,520,863	3,448,670	3,349,872	-9.4%
<b>Foreclosure Filings</b>	126,861	200,558	153,339	90,442	71,685	-43.5%

Data Source: CCOC

## 6.1.2 NEW CASE FILINGS

Case Type			Financial Year					Change from FY1011 – FY1415 (%)
			FY1011	FY1112	FY1213	FY1314	FY1415	
New Cases	Criminal	Circuit Criminal	301,445	291,026	274,373	268,625	256,908	-14.8%
		County Criminal	467,879	440,991	433,789	422,799	384,768	-17.8%
		Criminal Traffic	93,568	85,893	73,451	69,152	65,089	-30.4%
		Juvenile Delinquency	496,623	419,325	386,356	363,109	345,545	-30.4%
	Civil	Circuit Civil	298,525	313,772	271,192	209,187	184,676	-38.1%
		County Civil	456,787	479,492	432,402	416,658	433,734	-5.0%
		Civil Traffic	3,803,927	3,834,459	3,772,317	3,422,854	3,100,252	-18.5%
		Probate	130,372	133,800	143,108	149,743	158,637	21.7%
		Family	317,672	277,479	281,899	255,803	262,995	-17.2%
		Juvenile Dependency	15,842	15,708	15,241	17,765	18,444	16.4%
	<b>Total</b>		6,382,640	6,291,945	6,084,128	5,595,695	5,211,048	-18.4%

Data Source: CCOC



### 6.1.3 REOPEN CASES

Case Type			Financial Year					Change from FY1011 – FY1415 (%)
			FY1011	FY1112	FY1213	FY1314	FY1415	
Reopen Cases	Criminal	Circuit Criminal	175,521	208,593	225,196	228,018	222,783	26.9%
		County Criminal	64,051	79,104	77,921	77,953	74,866	16.9%
		Criminal Traffic	68,534	66,032	62,570	63,978	67,307	-1.8%
		Juvenile Delinquency	105,627	124,701	111,088	100,974	95,679	-9.4%
	Civil	Circuit Civil	242,185	206,676	239,533	281,536	240,290	-0.8%
		County Civil	143,423	147,346	145,240	141,042	130,912	-8.7%
		Civil Traffic	0	0	0	0	0	
		Probate	71,817	75,674	73,198	89,465	100,526	40.0%
		Family	211,091	205,177	220,916	230,063	236,118	11.9%
		Juvenile Dependency	34,726	41,520	53,390	62,800	70,595	103.3%
	<b>Total</b>		1,116,975	1,154,823	1,209,052	1,275,829	1,239,076	10.9%

Data Source: CCOC

## 6.2 REPRESENTATIVE MAJOR NEW AND EXPANDED MANDATES DATA

The counties experience varying efforts associated with the major new and expanded mandates due to the variability of how they handle the work effort. For example, some counties are relying on manual and automation to complete redaction, whereas others may still only be doing their redaction manually. Some counties are completing redaction upfront as documents are received, whereas others may only redact documents that are to be viewed on request. Counties may also vary in the magnitude and extent to which scanning of old and reopened cases is performed.

The annualized effort per mandate and the effort in FTE equivalents also varies between counties based on a number of other factors including case management system limitations, status of programming and documents available for online viewing, size and scope of collections and compliance divisions, and regional demographics for pro se activity. Additionally, small and medium counties may not have self-help centers and, therefore, rely on division staff for pro se assistance.

### 6.2.1 LARGE COUNTIES

County	Mandate	Annualized Effort per Mandate (minutes)	Effort in FTE equivalents	Total Number of Required FTE	Budgeted FTEs
Pinellas	e-filing, including back-scanning document review and acceptance	1,309,680	13.2	38.2	365.15
	Electronic Record on Appeal	213,840	2.2		
	Payment plan setup & maintenance	75,300	0.8		
	Pro se activity as related to indigency assistance, guidance etc.	356,400	3.6		
	Public Access Online	47,520	0.5		
	Redaction	274,584	2.8		
	Systems testing and implementation	1,508,640	15.2		

County	Mandate	Annualized Effort per Mandate (minutes)	Effort in FTE equivalents	Total Number of Required FTE	Budgeted FTEs
<b>Dade</b>	e-filing, including back-scanning document review and acceptance	5,122,023	54.0	112.3	1089.6
	Electronic Record on Appeal	96,252	1.0		
	Payment plan setup & maintenance	252,552	2.7		
	Pro se activity as related to indigency assistance, guidance etc.	1,384,800	14.6		
	Public Access Online	28,476	0.3		
	Redaction	3,107,202	32.7		
	Systems testing and implementation	666,360	7.0		
<b>Hillsborough</b>	e-filing, including back-scanning document review and acceptance	1,814,400	20.6	30.0	488.79
	Electronic Record on Appeal	N/A	N/A		
	Payment plan setup & maintenance	16,272	0.2		
	Pro se activity as related to indigency assistance, guidance etc.	255,720	2.9		
	Public Access Online	54,360	0.6		
	Redaction	343,200	3.9		
	Systems testing and implementation	162,000	1.8		
<b>Lee</b>	e-filing, including back-scanning document review and acceptance	1,745,868	20.2	55.7	181.39
	Electronic Record on Appeal	57,600	0.7		
	Payment plan setup & maintenance	195,120	2.3		
	Pro se activity as related to indigency assistance, guidance etc.	901,800	10.4		
	Public Access Online	725,856	8.4		
	Redaction	727,284	8.4		
	Systems testing and implementation	463,680	5.4		
<b>Volusia</b>	e-filing, including back-scanning document review and acceptance	1,504,920	16.2	42.6	232

County	Mandate	Annualized Effort per Mandate (minutes)	Effort in FTE equivalents	Total Number of Required FTE	Budgeted FTEs
	Electronic Record on Appeal	356,400	3.8		
	Payment plan setup & maintenance	597,480	6.4		
	Pro se activity as related to indigency assistance, guidance etc.	467,868	5.0		
	Public Access Online	298,800	3.2		
	Redaction	651,648	7.0		
	Systems testing and implementation	89,880	1.0		
<b>Pasco</b>	e-filing, including back-scanning document review and acceptance	964,525	12.2	49.5	236.6
	Electronic Record on Appeal	75,449	1.0		
	Payment plan setup & maintenance	786,960	9.9		
	Pro se activity as related to indigency assistance, guidance etc.	489,031	6.2		
	Public Access Online	90,000	1.1		
	Redaction	465,876	5.9		
<b>Polk</b>	Systems testing and implementation	1,059,552	13.3	60.2	241.5
	e-filing, including back-scanning document review and acceptance	1,808,994	19.6		
	Electronic Record on Appeal	162,720	1.8		
	Payment plan setup & maintenance	596,304	6.5		
	Pro se activity as related to indigency assistance, guidance etc.	606,384	6.6		
	Public Access Online	367,200	4.0		
	Redaction	1,392,840	15.1		
<b>Duval</b>	Systems testing and implementation	628,560	6.8	54.8	349.25
	e-filing, including back-scanning document review and acceptance	1,412,244	15.5		
	Electronic Record on Appeal	N/A	N/A		

County	Mandate	Annualized Effort per Mandate (minutes)	Effort in FTE equivalents	Total Number of Required FTE	Budgeted FTEs
	Payment plan setup & maintenance	365,055	4.0		
	Pro se activity as related to indigency assistance, guidance etc.	207,500	2.3		
	Public Access Online	1,715,421	18.8		
	Redaction	1,080,780	11.8		
	Systems testing and implementation	225,960	2.5		

## 6.2.2 MEDIUM COUNTIES

County	Mandate	Annualized Effort per Mandate (minutes)	Effort in FTE equivalents	Total Number of Required FTE	Budgeted FTEs
<b>Hernando</b>	e-filing, including back-scanning document review and acceptance	1,134,000	12.2	18.6	55.5
	Electronic Record on Appeal	24,000	0.3		
	Payment plan setup & maintenance	192,000	2.1		
	Pro se activity as related to indigency assistance, guidance etc.	231,120	2.5		
	Public Access Online	31,560	0.3		
	Redaction	114,000	1.2		
	Systems testing and implementation	4,320	0.0		
<b>Clay</b>	e-filing, including back-scanning document review and acceptance	1,148,400	10.2	28.8	53.8
	Electronic Record on Appeal	74,880	0.7		
	Payment plan setup & maintenance	532,800	4.7		
	Pro se activity as related to indigency assistance, guidance etc.	1,029,600	9.1		
	Public Access Online	-	-		
	Redaction	174,960	1.6		
	Systems testing and implementation	282,960	2.5		

County	Mandate	Annualized Effort per Mandate (minutes)	Effort in FTE equivalents	Total Number of Required FTE	Budgeted FTEs
Leon	e-filing, including back-scanning document review and acceptance	186,480	2.0	9.9	105.5
	Electronic Record on Appeal	20,160	0.2		
	Payment plan setup & maintenance	252,000	2.7		
	Pro se activity as related to indigency assistance, guidance etc.	84,168	0.9		
	Public Access Online	50,400	0.5		
	Redaction	277,704	3.0		
	Systems testing and implementation	40,440	0.4		
Manatee	e-filing, including back-scanning document review and acceptance	1,155,420	12.5	37.4	106.3
	Electronic Record on Appeal	37,752	0.4		
	Payment plan setup & maintenance	151,200	1.6		
	Pro se activity as related to indigency assistance, guidance etc.	547,416	5.9		
	Public Access Online	1,447,200	15.6		
	Redaction	71,532	0.8		
	Systems testing and implementation	55,680	0.6		
Sarasota	e-filing, including back-scanning document review and acceptance	793,488	8.3	48.6	131.4
	Electronic Record on Appeal	46,200	0.5		
	Payment plan setup & maintenance	88,248	0.9		
	Pro se activity as related to indigency assistance, guidance etc.	485,004	5.0		
	Public Access Online	179,208	1.9		
	Redaction	3,003,588	31.2		
	Systems testing and implementation	72,540	0.8		

County	Mandate	Annualized Effort per Mandate (minutes)	Effort in FTE equivalents	Total Number of Required FTE	Budgeted FTEs
Alachua	e-filing, including back-scanning document review and acceptance	78,840	0.9	12.3	118.6
	Electronic Record on Appeal	104,880	1.2		
	Payment plan setup & maintenance	335,058	3.9		
	Pro se activity as related to indigency assistance, guidance etc.	86,736	1.0		
	Public Access Online	114,840	1.3		
	Redaction	69,036	0.8		
	Systems testing and implementation	262,800	3.1		
Collier	e-filing, including back-scanning document review and acceptance	300,000	3.5	5.5	98.9
	Electronic Record on Appeal	-	-		
	Payment plan setup & maintenance	9,360	0.1		
	Pro se activity as related to indigency assistance, guidance etc.	40,200	0.5		
	Public Access Online	1,200	0.0		
	Redaction	120,000	1.4		
	Systems testing and implementation	840	0.0		
Citrus	e-filing, including back-scanning document review and acceptance	388,188	4.9	15.3	49.8
	Electronic Record on Appeal	-	-		
	Payment plan setup & maintenance	252,336	3.2		
	Pro se activity as related to indigency assistance, guidance etc.	14,160	0.2		
	Public Access Online	21,060	0.3		
	Redaction	509,640	6.4		
	Systems testing and implementation	27,210	0.3		



County	Mandate	Annualized Effort per Mandate (minutes)	Effort in FTE equivalents	Total Number of Required FTE	Budgeted FTEs
Indian River	e-filing, including back-scanning document review and acceptance	899,796	10.8	23.1	61.7
	Electronic Record on Appeal	61,068	0.7		
	Payment plan setup & maintenance	204,780	2.5		
	Pro se activity as related to indigency assistance, guidance etc.	55,920	0.7		
	Public Access Online	101,136	1.2		
	Redaction	560,928	6.7		
	Systems testing and implementation	39,240	0.5		
Martin	e-filing, including back-scanning document review and acceptance	1,324,272	11.7	25.4	55.93
	Electronic Record on Appeal	21,600	0.2		
	Payment plan setup & maintenance	62,694	0.6		
	Pro se activity as related to indigency assistance, guidance etc.	706,740	6.3		
	Public Access Online	29,760	0.3		
	Redaction	1,340,760	11.9		
	Systems testing and implementation	21,144	0.2		

### 6.2.3 SMALL COUNTIES

County	Mandate	Annualized Effort per Mandate (minutes)	Effort in FTE equivalents	Total Number of Required FTE	Budgeted FTEs
Hendry	e-filing, including back-scanning document review and acceptance	79,200	0.8	2.4	15.8
	Electronic Record on Appeal	20,160	0.2		
	Payment plan setup & maintenance	28,800	0.3		
	Pro se activity as related to indigency assistance, guidance etc.	39,840	0.4		
	Public Access Online	15,120	0.2		
	Redaction	37,800	0.4		
	Systems testing and implementation	9,120	0.1		
Nassau	e-filing, including back-scanning document review and acceptance	316,200	3.7	5.6	27.3
	Electronic Record on Appeal	14,760	0.2		
	Payment plan setup & maintenance	49,320	0.6		
	Pro se activity as related to indigency assistance, guidance etc.	18,480	0.2		
	Public Access Online	44,400	0.5		
	Redaction	27,000	0.3		
	Systems testing and implementation	N/A	N/A		

County	Mandate	Annualized Effort per Mandate (minutes)	Effort in FTE equivalents	Total Number of Required FTE	Budgeted FTEs
Wakulla	e-filing, including back-scanning document review and acceptance	175,464	1.8	2.9	9.9
	Electronic Record on Appeal	2,880	0.0		
	Payment plan setup & maintenance	90,924	0.9		
	Pro se activity as related to indigency assistance, guidance etc.	2,100	0.0		
	Public Access Online	N/A	N/A		
	Redaction	21,456	0.2		
	Systems testing and implementation	552	0.0		
Walton	e-filing, including back-scanning document review and acceptance	7,320	0.1	0.4	34.1
	Electronic Record on Appeal	3,120	0.0		
	Payment plan setup & maintenance	2,580	0.0		
	Pro se activity as related to indigency assistance, guidance etc.	1,920	0.0		
	Public Access Online	5,760	0.1		
	Redaction	9,372	0.1		
	Systems testing and implementation	13,080	0.1		
Suwannee	e-filing, including back-scanning document review and acceptance	73,308	0.7	3.2	20.6
	Electronic Record on Appeal	20,880	0.2		
	Payment plan setup & maintenance	43,440	0.4		
	Pro se activity as related to indigency assistance, guidance etc.	38,400	0.4		
	Public Access Online	N/A	N/A		
	Redaction	138,420	1.3		
	Systems testing and implementation	28,800	0.3		

County	Mandate	Annualized Effort per Mandate (minutes)	Effort in FTE equivalents	Total Number of Required FTE	Budgeted FTEs
<b>Lafayette</b>	e-filing, including back-scanning document review and acceptance	17,400	0.2	0.5	3.0
	Electronic Record on Appeal	1,380	0.0		
	Payment plan setup & maintenance	480	0.0		
	Pro se activity as related to indigency assistance, guidance etc.	2,460	0.0		
	Public Access Online	2,160	0.0		
	Redaction	10,680	0.1		
	Systems testing and implementation	11,100	0.1		
<b>Desoto</b>	e-filing, including back-scanning document review and acceptance	191,280	2.0	2.8	9.5
	Electronic Record on Appeal	18,000	0.2		
	Payment plan setup & maintenance	7,080	0.1		
	Pro se activity as related to indigency assistance, guidance etc.	N/A	N/A		
	Public Access Online	23,040	0.2		
	Redaction	30,240	0.3		
	Systems testing and implementation	N/A	N/A		
<b>Gadsden</b>	e-filing, including back-scanning document review and acceptance	225,840	2.1	5.9	21.6
	Electronic Record on Appeal	31,560	0.3		
	Payment plan setup & maintenance	101,040	1.0		
	Pro se activity as related to indigency assistance, guidance etc.	71,940	0.7		
	Public Access Online	13,440	0.1		
	Redaction	139,680	1.3		
	Systems testing and implementation	40,320	0.4		

County	Mandate	Annualized Effort per Mandate (minutes)	Effort in FTE equivalents	Total Number of Required FTE	Budgeted FTEs
<b>Charlotte</b>	e-filing, including back-scanning document review and acceptance	479,082	4.8	9.5	54.9
	Electronic Record on Appeal	79,200	0.8		
	Payment plan setup & maintenance	63,357	0.6		
	Pro se activity as related to indigency assistance, guidance etc.	39,875	0.4		
	Public Access Online	47,524	0.5		
	Redaction	233,640	2.3		
	Systems testing and implementation	9,350	0.1		
<b>Putnam</b>	e-filing, including back-scanning document review and acceptance	676,116	8.2	9.5	35.8
	Electronic Record on Appeal	648	0.0		
	Payment plan setup & maintenance	84,000	1.0		
	Pro se activity as related to indigency assistance, guidance etc.	N/A	N/A		
	Public Access Online	3,480	0.0		
	Redaction	20,832	0.3		
	Systems testing and implementation	450	0.0		
<b>Okeechobee</b>	e-filing, including back-scanning document review and acceptance	57,600	0.7	2.2	29.4
	Electronic Record on Appeal	14,400	0.2		
	Payment plan setup & maintenance	7,200	0.1		
	Pro se activity as related to indigency assistance, guidance etc.	57,600	0.7		
	Public Access Online	7,200	0.1		
	Redaction	21,600	0.2		
	Systems testing and implementation	28,800	0.3		

County	Mandate	Annualized Effort per Mandate (minutes)	Effort in FTE equivalents	Total Number of Required FTE	Budgeted FTEs
<b>Calhoun</b>	e-filing, including back-scanning document review and acceptance	83,400	0.9	1.7	5.2
	Electronic Record on Appeal	3,780	0.0		
	Payment plan setup & maintenance	4,800	0.1		
	Pro se activity as related to indigency assistance, guidance etc.	21,840	0.2		
	Public Access Online	7,860	0.1		
	Redaction	35,940	0.4		
	Systems testing and implementation	6,720	0.1		

### 6.3 FTE DATA: DETAIL ON COUNTIES ANALYZED

#### 6.3.1 LARGE COUNTIES

Court Type	Case Type	Dade		Hillsborough		Duval	
		Weighted Average Minutes	FTE equivalent	Weighted Average Minutes	FTE equivalent	Weighted Average Minutes	FTE equivalent
Criminal	Circuit Criminal	5,734,755	60.42	4,440,066	50.21	1,457,741	16.17
	County Criminal	1,368,642	14.42	11,705,278	132.36	2,884,887	32.00
	Criminal Traffic	2,359,540	24.86	11,663,958	131.90	1,883,703	20.89
	Juvenile Delinquency	6,481,470	68.28	1,089,551	12.32	470,836	5.22
Civil	Circuit Civil	32,726,956	344.78	910,493	10.30	6,358,025	70.52
	County Civil	15,338,900	161.60	2,796,454	31.62	2,488,490	27.60
	Civil Traffic	29,983,142	315.88	15,915,200	179.97	16,510,157	183.13
	Probate	6,192,332	65.24	442,377	5.00	1,073,918	11.91
	Family	21,429,041	225.76	1,685,866	19.06	5,106,982	56.65
	Juvenile Dependency	3,678,899	38.76	654,269	7.40	345,292	3.83
<b>Total</b>		<b>125,293,677</b>	<b>1,319.99</b>	<b>51,303,511</b>	<b>580.14</b>	<b>38,580,030</b>	<b>427.93</b>
Annual Minutes Available per FTE			94,920		88,433		90,156
Calculated FTEs			1,319.99		580.14		427.93
Budgeted FTEs			1090		489		349
Percentage Deficit			21.1%		18.6%		22.6%

### 6.3.2 MEDIUM COUNTIES

Court Type	Case Type	Sarasota		Citrus		Martin		Indian River	
		Weighted Average Minutes	FTE equivalent	Weighted Average Minutes	FTE equivalent	Weighted Average Minutes	FTE equivalent	Weighted Average Minutes	FTE equivalent
Criminal	Circuit Criminal	941,205	9.81	1,275,366	12.88	481,556	4.88	1,309,861	14.85
	County Criminal	2,305,301	24.03	819,932	8.28	789,595	8.00	647,551	7.34
	Criminal Traffic	1,110,929	11.58	578,586	5.84	1,004,261	10.17	776,990	8.81
	Juvenile Delinquency	191,016	1.99	74,787	0.76	194,693	1.97	582,948	6.61
Civil	Circuit Civil	2,107,048	21.97	1,027,251	10.38	804,949	8.16	677,635	7.68
	County Civil	1,911,018	19.92	690,863	6.98	279,199	2.83	755,707	8.57
	Civil Traffic	4,256,146	44.37	536,750	5.42	1,739,355	17.62	1,162,963	13.19
	Probate	654,323	6.82	250,322	2.53	599,034	6.07	348,597	3.95
	Family	1,880,116	19.60	712,115	7.19	792,338	8.03	499,106	5.66
	Juvenile Dependency	54,224	0.57	22,308	0.23	5,607	0.06	90,342	1.02
<b>Total</b>		<b>15,411,327</b>	<b>160.67</b>	<b>5,988,278</b>	<b>60.49</b>	<b>6,690,587</b>	<b>67.79</b>	<b>6,851,701</b>	<b>77.68</b>
Annual Minutes Available per FTE		95,918		99,000		98,700		88,200	
Calculated FTEs		160.67		60.49		67.79		77.68	
Budgeted FTEs		136		50		56		62	
Percentage Deficit		18.1%		21.0%		21.0%		25.3%	



### 6.3.3 SMALL COUNTIES

Court Type	Case Type	Putnam		Nassau	
		Weighted Average Minutes	FTE equivalent	Weighted Average Minutes	FTE equivalent
Criminal	Circuit Criminal	1,293,445	15.72	546,053	6.83
	County Criminal	206,941	2.51	398,122	4.98
	Criminal Traffic	201,175	2.44	377,450	4.72
	Juvenile Delinquency	225,047	2.73	21,824	0.27
Civil	Circuit Civil	131,269	1.60	165,445	2.07
	County Civil	127,847	1.55	134,987	1.69
	Civil Traffic	964,044	11.72	695,151	8.69
	Probate	271,537	3.30	33,762	0.42
	Family	295,310	3.59	188,121	2.35
	Juvenile Dependency	16,939	0.21	2,991	0.04
<b>Total</b>		<b>3,733,555</b>	<b>45.37</b>	<b>2,563,906</b>	<b>32.07</b>
Annual Minutes Available per FTE			82,290		79,950
Calculated FTEs			45.37		32.07
Budgeted FTEs			36		27
Percentage Deficit			26.0%		18.8%

#### 6.4 LIST AND DESCRIPTION OF REPORTS REQUIRED OF CLERKS

Category, Report Name Or Provided Data	Authority/References	Recipient	Clerk Internal Collection Method	Freq.	Due Date	Transmission Medium/Comments
<b>A. PERFORMANCE</b>						
1. Report of Payment of Court Related Fines, Fees, Service Charges (a/k/a Annual Assessments and Collections Report)	FS 28.246(1)	FCCC submits to Legislature and CCOC	N/A	Annually	11/03 to FCCC. Final Legislature January 2 <sup>nd</sup> of each year.	Clerks email forms to FCCC. FCCC provides CD of Consolidated Summary Report and each Clerk's
2. Corrective Action Plan (after performance shortfall if necessary)	FS 28.35(2)(d)	CCOC	N/A	Quarterly	10/20 01/20 04/20 07/20	Email Attachment
3. Collections Report	FS 28.35(2)(d)	CCOC	N/A	Quarterly	10/20 01/20 04/20 07/20	Email Attachment
4. CCOC Outputs Monthly Report Form (AKA: Timeliness Performance Measurement Report.	FS 28.35(2)(d)	CCOC	N/A	Monthly	20 <sup>th</sup>	Email Attachment

Category, Report Name Or Provided Data	Authority/ References	Recipient	Clerk Internal Collection Method	Freq.	Due Date	Transmission Medium/ Comments
5. Financial Receipts (Annual figure is entered in to CCOC Outputs Monthly Report above)	FS 28.246(1)	CCOC	N/A	Annually	10/20	Email Attachment
<p>Information Note: New Clerk reporting for the PRMTF to FCCC and the Legislature is no longer required. However, the associated statutes still require Clerk compliance. It is possible the Legislature may again begin to review the PRMTF and require Clerks to report.</p>	<p>\$1.50 – Public Records Reporting</p> <ul style="list-style-type: none"> <li>• s. 28.222, F.S., Clerk to be County Recorder</li> <li>• s. 28.2222, F.S., Public Records Capital Improvement Plan</li> <li>• s.28.24, F.S., Service Charges</li> <li>• s. 29.008, F.S., County Funding for</li> </ul>					<p>Public Records Modernization Trust Fund is no longer scheduled for review by the Legislature.</p>

Category, Report Name Or Provided Data	Authority/ References	Recipient	Clerk Internal Collection Method	Freq.	Due Date	Transmission Medium/ Comments
	Court-related Functions  \$1.90 – Court- Related Technology Reporting • s. 29.008(1)(f)2., F.S., Equipment •s.29.008(1)(h),F.S., Maintenance •ss.29.008(1)(f)2. and 29.008(1)(h), F.S., Support Staff					
7. CCOC Timeliness Quarterly Report	FS 28.35(2)(d)	CCOC	N/A	Quarterly	10/20 01/20 04/20 07/20	Email Attachment
8. Fiscal Management Performance Measure Report	FS 28.246(1) FS 28.35(2)(d)	CCOC	N/A	Annually	7/20	Email Attachment

Category, Report Name Or Provided Data	Authority/References	Recipient	Clerk Internal Collection Method	Freq.	Due Date	Transmission Medium/Comments
9. Foreclosure Backlog Report	Supreme Court Order AOSC13-28	OSCA	From Clerks' Case Maintenance Systems or	Every two weeks	Every two weeks	E-mail attachment or via electronic transmission from CCIS
			CCIS			
<b>B. JURY</b>						
1. Juror Report of Address Changes	FS 98.093(2)(b)	DOS Division of Elections	Court Attendance	Monthly	Not specified	E-mail attachment
2. Jurors Performance Measures Report	FS 28.246(1)	CCOC	Court Attendance	Quarterly	10/20 01/20 04/20 07/20	Email Attachment
3. Witnesses Quarterly Accounting & Payment	FS 40.355	JAC	Finance	Quarterly	14 <sup>th</sup>	Hard Copy
4. Estimate of Funds Necessary for Witness Compensation (Requisition)	FS 40.29(1)	JAC	Finance	Quarterly	14 <sup>th</sup>	State Form - Hard Copy, faxed

Category, Report Name Or Provided Data	Authority/References	Recipient	Clerk Internal Collection Method	Freq.	Due Date	Transmission Medium/Comments
5. Jury Management Report	AOC 06-13	OSCA	Court Attendance	Monthly	15th	Email Attachment
6. Annual Statewide Grand Jury Submission - <a href="https://StatewideGrandJurySubmission.flcourts.org">https://StatewideGrandJurySubmission.flcourts.org</a>	FS 905.37(1)	OSCA	Court Attendance	Annually	2/15	Electronic: Some Clerks submit on website, but statutes require
<b>D. FINANCE</b>						
1. Annual Budget (Court Related Functions)	FS 28.36(3)(a)	CCOC & Legislature	Finance	Annually	June 1st	Email Attachment - not a report, or use CCOC on-line budget form or PABS.
2. Annual Report of Property Presumed Abandoned	FS 717.117	DFS	Finance	Annually	4/30	Electronically
3. Annual Report of Registry Unclaimed Funds	FS 43.19	DFS	N/A	Annually	12/1	Hard Copy: Statute requires the court to direct the money be deposited with
4. Mediation Fee Report (State Courts Revenue Trust Fund Report)	FS 44.108(2)	Chief Judge & OSCA	N/A	Quarterly	30 days after the end of quarter	OSCA gets via CCIS reporting from FCCC.

Category, Report Name Or Provided Data	Authority/References	Recipient	Clerk Internal Collection Method	Freq.	Due Date	Transmission Medium/Comments
5. Remission of Fines, Fees, etc.	FS 28.37(2)	DOR	N/A	Monthly	1/10	Electronic state form, not a report, but transmission of funds.
6. Court Expenditure and Clerks' Trust Fund Collections Tracking Report (a.k.a. EC Report)	FS 28.35(2)(d)	CCOC	N/A	Monthly	20 <sup>th</sup>	Email Attachment
7. Monthly Detail Revenue Reporting (SB 1790/Ch.2008-111)	FS 28.35(2)(d) FS 28.241 FS 316.193 FS 318.18(18)	CCOC	N/A	Monthly	20 <sup>th</sup>	Email Attachment. Changed to a monthly submission by CCOC
8. New: Additional Court Cost Report	FS. 318.18	CCOC	N/A	Quarterly	30th	Email Attachment
9. New Annual Independent External Audit report (AFR – Annual Financial Statement)	FS 28.35(5)	CCOC	N/A	Annual	June 30th	Email attachment
<b>E. HUMAN RESOURCES</b>						

Category, Report Name Or Provided Data	Authority/References	Recipient	Clerk Internal Collection Method	Freq.	Due Date	Transmission Medium/Comments
1. New Hire Report (for offices with more than 250 employees)	FS 409.2576	State Directory of New Hires	N/A	Biweekly	Within 20 days	Electronically
2. Retirement Report	FS 121.051(4)	Florida Retirement System	HR	Monthly	End of Month	Electronically
3. Unemployment Compensation and Tax Report	FS 443.163	DOR	HR	Quarterly	N/A	Electronically
<b>F. CRIMINAL</b>						
1. OBTS (Monthly OBTS/LOGAN submission including sealed & expunged)	FS 943.052(2)	FDLE (OSCA/DOC)	Criminal	Monthly	15 <sup>th</sup>	Electronically via FDLE LOGAN System
2. Drug Alcohol Conviction Report	FS 322.055(5)	DHSMV	Criminal	Monthly	Not specified	Hard Copy or electronic submitted. Not a report, but submitted upon each "conviction".
3. Report of Mental Competency	FS 790.065	FDLE	Civil/Criminal	Monthly	15 <sup>th</sup>	Electronically - not a report, but data



Category, Report Name Or Provided Data	Authority/References	Recipient	Clerk Internal Collection Method	Freq.	Due Date	Transmission Medium/Comments
4. TCATS (reported to FCCC and then DHSMV; OSCA receives data from DHSMV)	FS 318.18(8)(a)	DHSMV (OSCA)	Court Attendance & Traffic	Daily	Within 10 days	Electronically - not a report, but data
5. Sexual Predator designation	FS 775.21(5)	FDLE	Criminal	Daily	Due Within 48 Hours	Hard Copy - not a report, statute says clerk must transmit copy of order
6. Dispositions to Florida Wildlife Commission (FWC)	FS 327.74(10)	FWCC	N/A	Varies	Within 10 days	Hard Copy - FWC checks CCIS online for these; not a report, but data like TCATS
<b>G. DOMESTIC RELATIONS</b>						
1. Dissolution of Marriage Report	FS 382.023	DOH Office of Vital Statistics, DOR	Civil	Monthly	10 <sup>th</sup>	Form prescribed by DOH, Electronic submission of accounting of funds remitted to DOR.
2. FDLE Name Change Report	FS 68.07(6)	FDLE	Civil	Monthly	10 <sup>th</sup>	Hard Copy forms furnished by the department.

Category, Report Name Or Provided Data	Authority/References	Recipient	Clerk Internal Collection Method	Freq.	Due Date	Transmission Medium/Comments
3. Vital Stats Name Change Report	FS 68.07(5)	DOH Office of Vital Statistics	Civil	Monthly	10 <sup>th</sup>	Hard Copy forms furnished by the department.
4. Delayed Birth Certificate	FS 382.0195	DOH Office of Vital Statistics	Civil	Varies	Within 10 days	Hard Copy - not a report, statute says Clerks must mail the original to the department
5. Certified Statement of Final Decree of Adoption (Application of new birth records)	FS 63.152	DOH Office of Vital Statistics	Civil	Varies	Within 30 days	Hard Copy - department form
6. Adoption, annulment of an adoption, affirmation of parental status, or determination of paternity	FS 382.015	DOH Office of Vital Statistics	Civil	Monthly	10 <sup>th</sup>	Hard Copy - not a report, certified copies of court orders
7. Marriage License Report	FS 382.021	DOH Office of Vital Statistics		Monthly	5 <sup>th</sup>	Hard Copy form furnished by department

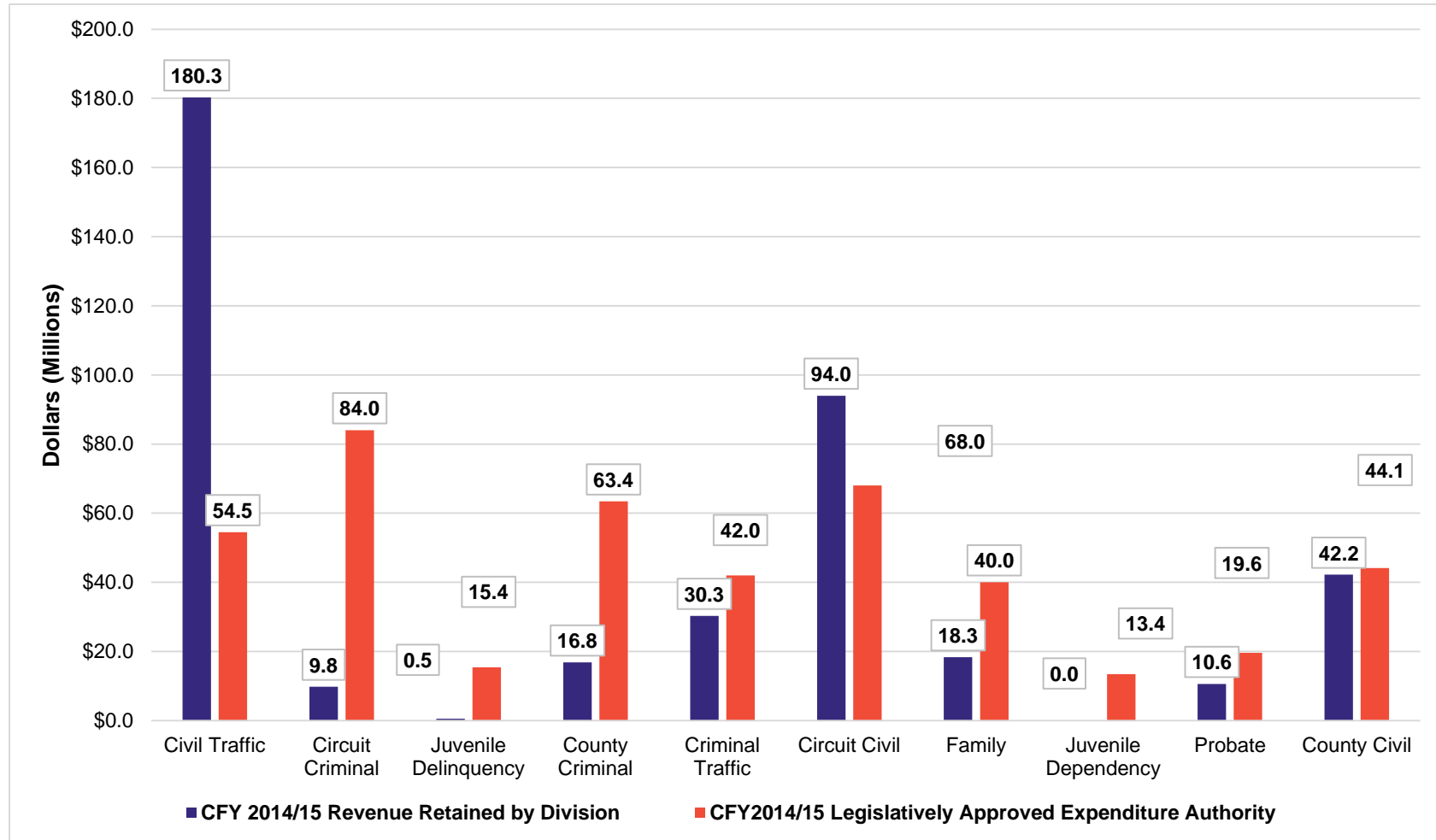
Category, Report Name Or Provided Data	Authority/References	Recipient	Clerk Internal Collection Method	Freq.	Due Date	Transmission Medium/Comments
<b>H. CHILD SUPPORT</b>						
1. RMS (Random Moment Sampling)	FS 61.1826(4) & DOR Contract	DOR	Civil	Semi-Monthly	1st & 16th	Faxed or electronic depending on Clerk agreement with DOR.
2. IV-D Delinquent Case Report to DOR (Provided by FCCC to DOR via CLERC System)	FS 61.181	DOR	N/A	Monthly	Not specified	Electronically - by FCCC
3. Monthly IV-D Non assistance filings (Monthly Child Support Federal Cost Reimbursement Invoice)	FS 61.1826(4)(f) & DOR Contract	DOR & FCCC	N/A	Monthly	20 <sup>th</sup>	Electronically via email
<b>I. JUVENILE</b>						
1. Juvenile Delinquency Report to Superintendent of Schools	FS 1006.08(2)	Superintendent of School	N/A	Varies	Within 48 hours	Statute requires court to provide; local liaison gets via

Category, Report Name Or Provided Data	Authority/References	Recipient	Clerk Internal Collection Method	Freq.	Due Date	Transmission Medium/Comments
2. Juvenile OBTS (Included in OBTS/LOGAN monthly submission)	FS 943.052(2)	OSCA, FDLE & DOC	Court Attendance	Monthly	Began 7/2008	Electronically – FDLE/LOGAN
3. Drug Alcohol Conviction Report	FS 322.056	DHSMV	Court Attendance	Monthly	Not specified	Hard Copy or submitted electronically. Not a report, submitted upon each "conviction".
<b>J. PROBATE</b>						
1. Notification of Adjudication of Mental Incapacity	FS 98.093(2)(b)	DOS Division of Elections	Civil-Criminal Admin	Monthly	Not specified	Hard Copy
2. Probate New Estate Listing (Monthly Preliminary Report)	FS 198.30	DOR & AHCA	Civil-Criminal Admin	Monthly	10 <sup>th</sup>	Hard Copy - have judge sign. Statute requires court to provide.
<b>K. STATISTICS</b>						
1. Involuntary Civil Commitment of Sexually Violent Predators (f/k/a Jimmy Ryce)	AOS 00-16	OSCA	Civil	Monthly	15 <sup>th</sup>	Hard Copy to court

Category, Report Name Or Provided Data	Authority/References	Recipient	Clerk Internal Collection Method	Freq.	Due Date	Transmission Medium/Comments
2. Parental Notice of Abortion Report	In Re: Reporting of Proceedings for	OSCA	Civil	Monthly	15th	Hard Copy to court
	judicial waiver of parental notice FS 390.01114(6)					
3. Quarterly Pending Caseload Report	SRS Manual, Rule of Judicial Adm. 2.245(b) ?Rule 2.245?	OSCA	OSCA; See: Rule 2.250	Quarterly	15 <sup>th</sup>	Email with attachment to OSCA
4. Uniform Case Reporting (SRS, including sealed cases)	FS 25.075, Rule of Judicial Adm. 2.245	OSCA	Civil	Monthly	15th	Email with attachment to OSCA
5. Complex Case Report	FL Rules of Judicial Adm., 2.245; FI Rules of Civil Procedure, Form 1.999 as amended by SC 08-1141	OSCA	Civil	Quarterly	15th	Electronic/Excel/XML

Category, Report Name Or Provided Data	Authority/References	Recipient	Clerk Internal Collection Method	Freq.	Due Date	Transmission Medium/Comments
6. Record of Unsatisfied Judgment (Upon written request of the creditor or his/her attorney)	FS 324.111	DHSMV	N/A	Upon request of judgment creditor	After 30 days	Hard Copy - not a report, but certified judgments per statute.
<b>L. REPORTS CLERKS CANNOT COMPLY</b>						
1. Felony Conviction Report	FS 893.111	Agency Heads	Criminal	Upon conviction	Not specified	Clerks cannot comply because in their ministerial role they have no way to determine the license, permit or certificate information of a defendant. Notice should be provided by the State Attorney to the Clerk.

### 6.5 ANALYSIS OF REVENUES VS. APPROVED BUDGET EXPENDITURE AUTHORITY BY COURT DIVISION FOR FY1415\*



\*Revenues related to Juvenile Delinquency and Juvenile Dependency are negligible, and not collected, respectively.