



Florida Clerks of Court Study

Final Report

November 15, 2019



Prepared for: The Florida Legislature

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CHAPTER 1. INTRODUCTION

1.1 PROJECT BACKGROUND

In August 2019, the Florida Legislature contracted with MGT Consulting Group (MGT) to conduct an independent efficiency evaluation of the State's Clerks of Court Offices to determine the effectiveness of the Clerk of Courts' functions and performance in terms of internal operations and customer service. The contract fulfills the requirements of Ch. 2019-115, Laws of Florida, the General Appropriations Act of 2019, which states:

From the funds in Specific Appropriation 2754, the Office of Program Policy Analysis and Government Accountability is directed to contract with an independent third party consulting firm to assist with a review of the Clerk of Court processes including collection and compilation of empirical evidence based on observation of a random sample of clerks' offices employees; comparison of clerks' office work patterns to propose efficiency and productivity standards; and assessment and comparison of organizational arrangements and deployment of personnel resources among all clerks' offices. Sample groups must include a broad number of large and small counties and include entities from all areas of the state. The analysis shall be submitted to the chair of the Senate Appropriations Committee and the chair of the House of Representatives Appropriations Committee by November 15, 2019.

Specifically, MGT evaluated 14 major functions (listed in section 1.2) that are identified as court-related duties by the Florida Court Clerks and Comptrollers Association. MGT's role in this engagement was to observe and analyze current circumstances and operations, highlight where best practices occur, and make recommendations to realize efficiencies. Our focus was on the people, processes, and technology that impact performance. An overview of the Florida Clerks of Court and explanation of the study's methodology follow.

1.2 OVERVIEW OF THE FLORIDA CLERKS OF COURT

Florida has 67 counties and 67 elected Clerks of Court, each providing an extensive amount of administrative services under the unique circumstances of their locale, including court-related and non-court related services. Non-court services include serving as Clerks to their respective Boards of County Commissioners and as County Comptrollers. In the focus of this study – a staffing and efficiency study of court-related responsibilities – Clerks of Court serve both the citizens and the judicial branch. The role of the Clerk of Court as an elected public trustee was established in the Florida Constitution in 1838. Clerks of Court are governed by the Florida Statutes and may gain additional responsibilities as laws change.

The Florida Court Clerks and Comptrollers Association identifies 14 key functions required of the Clerk of the Circuit and County Court:

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- Attend court hearings and trials
 - File indictments, information, and verdicts
 - Process all civil and criminal cases
 - Prepare appellate records
 - Jury management
 - Collect and disburse fines, court costs, forfeitures, fees, and service charges
 - Conduct mortgage foreclosure sales
 - Maintain custody of all evidence and exhibits entered by the court
 - Assist in completing paperwork required to file a Small Claims action
 - Assist in completing paperwork required to file petitions for protective injunctions (domestic, repeat, sexual, and dating violence)
 - Issue process service documents
 - Maintain court registry
 - Audit guardianship reports
 - Audit child support payments

The Clerks of Court play a vital role in the state’s judicial system. Yet, if one were to start from scratch to rebuild a statewide system of Clerks of Court, it is unlikely that you would design the approach MGT observed in Florida today, which is evident in the inconsistencies in the way court-related functions are managed across jurisdictions.

- Some differences reflect the broad spectrum of resources and demands across the state. For example, the court-related full-time employee counts range from the single digits in small, rural counties to many hundreds in larger urban centers.
- Other differences are based on individual management preferences. For example, Clerks of Court choose from a handful of case management/maintenance systems (CMSs) provided primarily by outside vendors to manage a significant portion of their workload.
- The CMS may be at the heart of the technology solutions for the Clerks of Court, but there are many more systems that the deputy clerks interact with on a daily basis. In Hillsborough County for example, MGT observed 27 more systems in addition to the CMS with which the deputy clerk may interface.
- Varied systems deployed by different Clerks of Court include internal systems that handle incoming calls, provide access to records, queue customers, manage juries, and facilitate foreclosure sales, to name a few.
- External systems are generally mandated statewide systems that provide and receive information critical to the courts. These include the Florida Courts E-Filing Portal (e-

Portal), the Criminal Justice Information Services (CJIS), and the Comprehensive Case Information System (CCIS). Judicial circuits also utilize different bench viewers that interface with the Clerk's CMS to provide workflow management and document exchanges.

As evidenced by the above, technological improvements are of huge importance to the justice system, yet the level of information technology support and innovation is inconsistent among the Clerks of Court, even within similar peer groups. For example, "paperless" systems may actually mean using "less paper" than clerks previously used. In most counties, MGT observed paper and manual processes have not been completely removed from impacted tasks.

It should be noted that eliminating paper is not completely under the Clerk of Court's control. For example, introduction of the statewide Florida Courts E-Filing Portal now requires private attorneys to file cases electronically. Yet, pro se litigants who represent themselves in legal actions often file with paper, and some judges and public attorneys still favor the use of paper in the courts. External partners to the Clerks of Court, such as law enforcement and other state agencies also utilize paper. Where the Clerks of Court have control, significant strides have been made in some locations to transition to electronic methods of document maintenance and storage. Overall, local autonomy has certainly led to local innovation and creative strategies to drive efficiencies, but the lack of connection between respective Clerks' operations leaves significant room for optimization and to capitalize on what may truly be best practice, both within Clerks' offices as well as partnering with state agencies, the judiciary, and local law enforcement agencies.

The day-to-day duties of the elected Clerks of Court vary greatly. Some have advanced from entry-level positions and gained years of experience in the office. These Clerks of Court rely on years of personal experience to manage their deputy clerks on the frontline. On a given day, they may step into any subordinate's role to ensure the immediate deadlines are met and customers receive adequate service. Other Clerks of Court take on the role of a corporate CEO, working with a cabinet of division leaders and utilizing performance data to lead the office into the future. With no standardization of qualifications and experience requirements, it is up to voters to decide who is most qualified to hold the office in their county, and the diversity of backgrounds that are represented in these seats manifests itself in significant variation in the structure and practice of their operations.

Under current circumstances, the Clerks of Court must respond to changes that are not under their control. Deputy clerks respond to the different needs of the judges they partner with and must adapt to their unique preferences. The established revenue sources for Clerks of Court have been unreliable from year to year – and even within just one fiscal year – making it difficult for Clerks of Court to plan for necessary improvements or unexpected events. Many factors outside of the Clerks of Court span of control impact revenues coming from court fees and fines.

Further, the amount of local funding support they each benefit from varies substantially, while a number of resource-consuming responsibilities do not yield sufficient revenues to cover the cost of the activity, either because there are no fees assessed (for filing an injunction for example) or the collection rate is low (for incarcerated felons' fines, for example).

I.3 PROJECT METHODOLOGY

MGT developed a methodological approach to address the specific goals and objectives for this study and to provide an appropriate in-depth review of the Florida Clerks of Court offices. This report section provides an overview of the methodology used in this assessment of the Clerks of Court Offices' functions.

1. **Project Initiation** – The project was kicked off August 9, 2019, in a meeting with the contract manager from the Office of Program Policy Analysis and Government Accountability (OPPAGA) to review the work plan, communications expectations for team meetings and status reports, study goals and objectives, project deliverables, and timeline for the study.
2. **Develop Preliminary Profile of the Florida Clerks of Court Offices** – MGT conducted a comprehensive review of the current state and functions of the Clerks of Court Offices. Relevant reports and studies were reviewed as part of our initial research.

Multiple interviews were held with staff from the Florida Clerks of Court Operations Corporation and the Florida Clerks & Comptrollers Association. The Corporation is charged with budgeting responsibilities for the 67 Clerks, recommending amounts of court-related charges, fines, and fees to the Legislature, developing workload measures and performance standards, developing education programs for the deputy clerks, and preparing budget and expenditure reports to the Governor and Legislature. The Association provides advocacy and educational services for the Clerks of Court. Its wholly owned subsidiary, Civitek, provides technology services to more than half of the Clerks of Court.

MGT also sought the judicial perspective of the performance of the Clerks of Court by talking with the Office of the State Courts Administrator and subsequently interviewing two Judges:

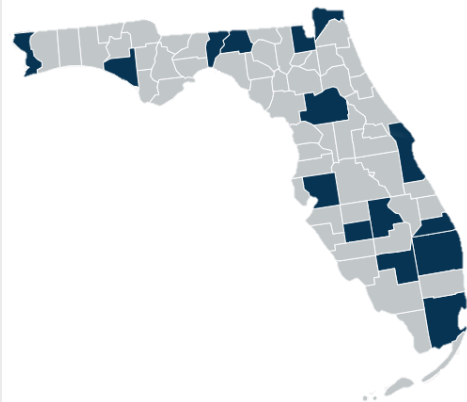
- An Associate Administrative Circuit Judge who has served as the Chair of the Florida Courts Technology Commission since 2012.
- A Chief Judge who serves on the Executive Council of the Florida Clerks of Court Operations Corporation.

3. **Review of Industry Best Practices** – MGT conducted best practices research and review of common Clerks of Court Offices’ practices among peers and within the industry. MGT reviewed best practices developed by the Florida Clerks & Comptrollers Association and discussed national performance measures with the National Center for State Courts.
4. **Conduct In-Person Desk Audits of Selected Clerks Offices’ Staff and Survey Remaining Offices** – MGT conducted onsite interviews with staff and desk audits of the Clerks of Court Offices’ functions for 15 randomly selected sites. We administered an online survey of the remaining Clerks of Court Offices to gather comprehensive data across all Florida Clerks of Court Offices. We compiled and analyzed the onsite and survey data and summarized our findings.
5. **Prepare Draft and Final Reports.** We sought consultation from OPPAGA and prepared draft and final versions of this report in an agreed-upon format, including details regarding study methodology, analyses, findings, and recommendations.

SITE VISITS TO CLERKS OF COURT OFFICES AND RANDOM SELECTION METHODOLOGY

A primary resource for our observations and recommendations was 15 site visits with the Clerk of Court. During the site visits MGT:

- Interviewed and observed staff conducting 14 court-related functions (*identified above*).
- Met with the Clerk of Court and management and completed interviews and observations.
- More than 240 full-time Clerk of Court staff were interviewed or observed conducting the functions during the site visits.



Our random selection methodology for the 15 counties included the following steps:

- First, we categorized each County into peer groups 1-12 based on a [2017 report](#) developed for the Florida Clerks of Court Operations Corporation (CCOC), which reviewed such items as population, new cases filed, and expenditures compared to peer group.
- For each 12 peer groups, MGT randomly selected a County using a random number generator.
 - We also wanted to ensure variance of Circuits (20 total), so if any of the same Circuits were selected, MGT would reselect that peer group. No Circuit was selected twice.
- For the final three visits, MGT randomly selected a number among the remaining 8 Circuits, and if there were more than one County per Circuit, MGT randomly selected the County in the Circuit.

I.4 SUMMARY OF THE FINDINGS

MGT believes that staffing and efficiency could be enhanced by a combination of improvements with regards to people, process, and technology. While some recommendations can be immediately and easily implemented (e.g., “Standardize documents and processes”), others will require further investigation and study outside of a staffing and efficiency study (e.g., “Evaluate the effectiveness and feasibility of utilizing one CMS statewide”). Below is a chart summarizing our high-level recommendations. The full report provides detailed recommendations with associated examples and data in **Chapter 4.2** below.

Overall Report Recommendations	
Topics	Recommendations
Interruptions While Performing Daily Function	Address telephone interruptions by implementing an automated call center or devoting one employee daily to answer phone calls
	Direct customers and partners to online information
	Explore online chat bot development to aid in frequently asked questions
	Explore other processes to serve walk-in customers
Getting Clerk Staff to Full Productivity	Alter the hiring process
	Create standardized documents and processes
	Improve training methodology
	Provide easy access to resources
	Establish a culture of continuous learning
Use of Technology to Do Routine Tasks	Evaluate the effectiveness and feasibility of utilizing one CMS statewide
	Pursue the automation of routine tasks
	Customize or create interface between systems
	Fully leverage current existing technology
	Implement auto-stamps and digital signatures in the CMS
	Strengthen technological infrastructure and equipment to support present and future software, hardware, and computing needs
	Offer support to other court stakeholders and continue to expand E-Filing by pro se litigants, judges, law enforcement, and other parties

Overall Report Recommendations, Continued	
Topics	Recommendations
Use and Storage of Paper Files	Develop a “paperless mentality”
	Educate and drive accountability
	Improve storage management and destruction of files
	Streamline the creation of packets for the public
Efficient Staffing and Resource Allocation	Enhance performance standards
	Develop a flexible staffing plan
	Assess resources other than staff such as technology
	Review prior caseload assessment and projection
	Develop current staff capability, capacity, and availability matrices
	Review future staff capabilities, capacity, and estimated headcount

CHAPTER 2. FUNCTIONAL OVERVIEW SECTION

2.1 FUNCTIONAL INTERVIEW AND TIME ANALYSIS SUMMARY

During the site visits to meet with 15 Clerks of Court, MGT focused our interviews and observations on the 14 court-related functions identified above. MGT directly observed and timed tasks being performed by deputy clerks. When task work could not be performed in our presence, we inquired about time requirements during interviews with staff. Appendix B provides a full summary of our time recordings. Following are summaries of the functions, the tasks MGT observed that support the functions, and common observations.

2.1.1 ATTENDING COURT HEARINGS AND TRIALS

2.1.1.1 GENERAL DESCRIPTION OF FUNCTION

It is the role of the Clerks of the Court to provide administrative support in the facilitation of court hearings and trials. The courts follow structured processes during trials wherein deputy clerks' function as record keepers and liaison between judges, attorneys, bailiffs, and the public. Duties in support of this function occur prior to, during, and after hearings. The deputy clerks handle a variety of cases across multiple court divisions and with an array of judges (e.g., circuit, criminal, family), each with its own pace, style, requirements or preferences.

2.1.1.2 TASKS OBSERVED DURING FUNCTION

- Maintain Court Calendar: Prior to court, deputy clerks prepare the schedule of cases to be called before the judge
- Prepare Docket: Assembles legal documents and files (e.g., injunctions, writs, subpoenas, judicial orders) for cases scheduled to appear before the judge. Prior to court and, in some cases, making duplicates of said documents given certain judge's paper preference or scanning new documents to attach to case in the Case Management System (CMS)
- Process Evidence: Preparing files or evidence for temporary, on-site, or off-site storage
- Record Court Proceedings: Accurately track and note details of the case as the hearing occurs (i.e. trial outcome, judgment, sentence information, bail bonds, etc.) Typically, either during or post-case, judge's orders are recorded on paper and in the site-specific CMS
- Preparing court orders: Record judgement/order and prepare any documents requiring the judge's signature so they can be processed

2.1.1.3 OBSERVATIONS

Common Observations

- Large portion of deputy clerk's job is handling court records, which could range from accepting them through the E-Filing Portal into the CMS, or scanning, reviewing, and possibly correcting errors when received in paper or electronic form.
- Courtroom operations MGT observed required the presence of at least one, and up to three clerks. The type and volume of cases, courtroom technology, staff numbers, pace of the judge, and availability of sufficient space could all factor into how many clerks are required.
- During court, deputy clerks typically recorded case proceedings and outcomes on paper/court documents and then updated the case file in their CMS. In courtrooms where either the judge required the handling of cases on paper or there was only one deputy clerk, it was more common for clerks to update the CMS records after they were done in court. In hearings where two or more clerks were present, it was common to see a system wherein one recorded the court proceedings /filled out required papers and the other updated the CMS case file. Particularly in fast moving courts, this greatly improved efficiency and ability for clerks to keep pace and record with accuracy.
- Clerks are expected to work at the pace of courts proceedings. Case and court type, the specific judge, or organization of lawyers may all determine the speed at which a court deputy clerk needs to work. Tenure in the job and strength of the deputy clerk/judge relationship, as well as the prerequisite knowledge of court-related terms, state or county statutes, the judge's orders and facts of the case are also main considerations in how efficient the deputy clerk can be.
- The four most important factors in driving efficiencies during hearings are:
 - Connectivity and response time of the CMS to the court's (or judges') information system;
 - Judges' use and ease of navigating the court information system;
 - Elimination of paper documents already available in the courts' systems;
 - Elimination of clerks preparing orders for any and all possible outcomes (orders from judge), especially when the deputy clerk is preparing orders that may never be used; also discarding unused, carbonless, triplicate forms is expensive.
- Based on seven observations, the minimum time for completing a task in the courtroom was 1.9 minutes and the maximum was 30 minutes, with an average completion time of 13.7 minutes.

2.1.2 FILING INDICTMENTS, INFORMATION, AND VERDICTS

2.1.2.1 GENERAL DESCRIPTION OF FUNCTION

The purpose of this task is for the Clerk of Courts to process indictments, information, and verdicts according to the Florida statutes.

2.1.2.2 TASKS OBSERVED DURING FUNCTION

- Receive Documents and Process New Cases: Review indictments, information, and verdict documentation. Create and process cases in the Case Management System (CMS). Review and enter critical information (i.e., number of open cases, type and degree of charges)
- Maintain Court Calendar: Schedule court dates based on assigned judge
- Prepare Case File: Scan and save formal documentation into Case Management System (CMS). If multiple open cases for same individual, deputy clerk consolidates all cases
- Obtain Signatures: Following court, prepare and collect judge and state attorney's signature for warrant. Scan original document with required signatures into CMS

2.1.2.3 KEY OBSERVATIONS

Common Observations

- The E-Filing Portal is one of the most commonly used technology resources for this process.
- Source documents may come to the deputy clerks as a physical copy, sent digitally through E-Filing-portal, or both. When the process begins with paper copies it slows time to completion; paper takes longer because the deputy clerk must scan the documents and prepare the documents for the mail. In cases where documents are sent in both formats, the deputy clerks may experience a duplication in efforts.
- The most notable inefficiencies occurred with manually processed paper documents, as well as printing, and manually signing documents, then scanning the signed and sealed document because systems do not include an electronic signature and stamping feature.
- Based on seven observations, the minimum time for completing this task was 2 minutes and the maximum was 6.7 minutes, with an average completion time of 3.5 minutes.

2.1.3 PROCESSING CIVIL AND CRIMINAL CASES

2.1.3.1 GENERAL DESCRIPTION OF FUNCTION

The function of processing all civil and criminal cases is very broad in that there are a variety of case types and updates to manage and track in the Case Management System (CMS). Frequently, the Clerk of the Court assigns criminal and civil divisions in their staff to track the different types of cases, but in simple terms, the majority of work in this category involves opening, updating, and closing cases with a variety of electronic and paper documents and forms.

2.1.3.2 TASKS OBSERVED DURING FUNCTION

- Case Initiation: Opening new cases (either filings from E-Filing Portal or paper filing) in CMS
- Document Management: Scanning and uploading attachments for the case in CMS
- Scheduling and Calendaring: Updating schedule of hearings and court activities for case
- Docketing: Updating open cases with activities and papers, such as motions and pleas
- Redaction: Removing protected information from court records that are available to the public
- Reporting: Running CMS reports to ensure documents are accepted and to analyze volumes

2.1.3.3 OBSERVATIONS

Common Observations

- Technology requirements include the ability to transfer electronic filings from the E-Filing Portal into the CMS and uploading scanned paper documents received from pro se litigant filers, law enforcement agencies, and the courts. Case updates taken in court are noted on paper forms by the deputy clerks and then processed either in court or once they return to their desks. CMS systems varied in capabilities among counties. Some counties have created applications to enhance the functionality of their CMS. We heard occasionally that deputy clerks shared the tools with other counties that have the same system.
- Despite an overall effort to switch to electronic processing, we often were told that some judges still prefer managing cases on paper. Time and resources spent printing copies of orders and scanning documents due to preferences for paper is a concern for efficiency of staff, duplication of work, and costs of paper.
- We saw numerous approaches to redacting private information before documents were made available to the public. Some Clerks of Court use automated systems for redaction but still must do some manual redaction. Other offices had staff whose sole responsibility was redaction. We witnessed deputy clerks manually redacting private information by blacking out the information on the screen.
- A broad range of electronic and manual processes were noted among the different counties observed. Manual time stamping of documents entered and scanning forms that are manually signed is still common, but a few counties have advanced to electronic time stamping, signatures, automated redaction, and other related processes.
- Timely and accurate entry of data is a requisite skill set. Often, when speaking with deputy clerks we observed a pervasive fear of making mistakes. A deputy clerk who spends the bulk of their day working cases in the CMS practices a very repetitive process involving manual entry and reentry of data. We observed deputy clerks recording cases in paper logs, double checking their entries, or going through a Quality Assurance (QA) process where one or more clerks checks the work. One deputy clerk spent the first moments of her day reviewing all her entries from the previous day to make sure there were no mistakes, even though she reported rarely finding any mistakes.
- Some deputy clerks shared that they have procedural manuals, but the process is often learned over time by shadowing more experienced clerks.
- This was the most frequent function observed by MGT during site visits. Performing individual tasks in the CMS was a relatively quick process. Different approaches are used to notify deputy clerks when they have new case updates in the queue, depending on the capabilities of the CMS. Not all deputy clerks receive notifications directly from the CMS. Reports may be run by supervisors and shared at different time intervals, which means that it is possible that a deputy clerk has work to do but is waiting for notification from the supervisor.
- Time to complete task was as little as one minute for docketing and adding scanned files to as much as 60 minutes to transfer a case from a felony to a misdemeanor.

2.1.4 PREPARING APPELLATE RECORDS

2.1.4.1 GENERAL DESCRIPTION OF FUNCTION

The purpose of this task is for the deputy clerk to prepare and submit appeals according to District Court of Appeal (DCA) rules and Florida statutes.

2.1.4.2 TASKS OBSERVED DURING FUNCTION

- Prepare Notice of Appeal: Receive and review Notice of Appeals documents from E-Filing Portal and mail. Work with appellant to fix documentation if the Notice of Appeal is incomplete or illegible
- Prepare Appellate Record: Locate and upload relevant documents to the Case Management System (CMS). Scan and build appellate record in Adobe, format records to DCA compliance standards
- Present Records: Submit record to DCA via E-Filing Portal (i.e., eDCA). Prepare electronic (e.g., hard disk or thumb drive) or physical package for appellant and attorney general

2.1.4.3 OBSERVATIONS

Common Observations

- Preparing appellate records can be a very long process depending on the number of files and documents on the case, especially when the parties request physical packages over electronic ones.
- The demand for appeals is frequent and consistent in some counties, but infrequent and rare for others.
- Information Technology solutions are improving efficiency and accuracy and changing the need for human resources. For example, Hillsborough County is able to complete almost the entire appeals process electronically. This with the additional ability to redact electronically has helped reduce a 12-member appellate team to 6 members.
- Some District Court of Appeals (for example the 3rd and 4th DCA), have new e-filing requirements that require everything must be submitted electronically, which has been helping with paperless initiatives and increasing efficiency.
- The appellate preparation process can be placed on hold while waiting for transcripts from court reporters.
- The E-Filing Portal is one of the most commonly used technology resources for the appellate process, as this process requires the combination of many files into one document. If the case is not submitted via the E-Filing Portal, the deputy clerk must instead scan all the documents and then prepare them for the mail, thereby slowing the process down.
- Based on eight clerk-reported times, the minimum time for completing this task was 78.8 minutes and the maximum was 84.4 minutes, with an average completion time of 81.6 minutes.

2.1.5 JURY MANAGEMENT

2.1.5.1 GENERAL DESCRIPTION OF FUNCTION

The purpose of this function is to manage the overall process in which jurors are summoned, accommodated, and checked-in on jury selection day. Clerks of the Court are tasked to maintain and implement a system that helps support effective juror selection and use.

2.1.5.2 TASKS OBSERVED DURING FUNCTION

- Jury Pool Creation: Generate a random selection of jurors from the available population to be summoned
- Issuing Summons: Send notices to appear for jury selection
- Database Maintenance: Record excusals or updating individual's information to limit future juror candidate populations to only those qualified and able to serve
- Jury Call-Offs: Provide an update or way for jury pool candidates to check if they have been called off from needing to appear
- Jury Check-In: Assist and check-in juror candidates on selection day

2.1.5.3 OBSERVATIONS

Common Observations

- Courts typically use a jury management system or software to manage the jury process. The use of scanners to check people in with the barcode on their summons creates a quicker check-in process. If fewer jurors are needed than originally pooled, telephonic systems can allow jurors to call in to see if they must appear.
- Allowing candidates to complete and pre-submit their questionnaires can provide an early indication of how many people will appear and save deputy clerks' and candidates' time at check-in.
- Certain judges may prefer to order more jurors than needed, which can put strain on the deputy clerks and jury pool. For example, the deputy clerks have to issue larger numbers of summonses or check in more people on jury selection day.
- Most counties find that around 30% of those summoned will attend jury selection. Of the remaining individuals summoned, deputy clerks indicated an average of 40%-50% may get excused and another 20%-30% are no shows. Those who fail to appear without an approved excusal may experience no penalty, as it is not always economical to pursue them.
- Creating jury pools and issuing a summons can be a tedious and time-consuming process. Hendry is one example of a court that contracted this task out to a vendor. For example, once the number of jurors needed is entered into their jury management system, the vendor generates the jury pool and prints and mails all summonses on their behalf.
- The check-in process in Palm Beach County was notable in its use of terminals for the registration process. Deputy clerks are still nearby if needed, but this allows jurors to scan their summons and check in on their own which greatly reduced deputy clerks' processing times.
- Based on observations in five county courts, the average minimum time to check in jurors was forty-eight seconds and the average maximum time observed was two minutes. Kiosks and barcode scanners contribute to lower check-in times compared to manual check in processes.

2.1.6 COLLECTING AND DISBURSING FINES, COURT COSTS, FORFEITURES, FEES, AND SERVICE CHARGES

2.1.6.1 GENERAL DESCRIPTION OF FUNCTION

The purpose of this function of the Clerks of Court is to collect and disburse fines, court costs, forfeitures, fees, and services charges accrued and imposed by the Florida court system per Title V, Chapter 28 of the Florida Statutes. Customers may pay these costs by mail, telephone, online, or in-person at the Clerks of Court county office or at designated bank(s) determined by the specific County in which payment is to be made.

2.1.6.2 TASKS OBSERVED DURING FUNCTION

- Collection of General Fines and Fees: Includes account reconciliations, processing and receipt of fine and fee costs relative to traffic citations, service charges, and documents and records requests
- Collection of Court Costs: Includes criminal and civil court costs, forfeitures, and child support payments
- Collection of Bonds: Includes bonds processing and payments
- Collection Agency Notifications: Includes the forwarding on unpaid due costs, fees, and fines to collection agencies

2.1.6.3 OBSERVATIONS

Common Observations

- Delays in uploading or updating information, poor quality of scanned documentation, and inaccurate or mismatched data in software databases is an issue across multiple counties.
- Staff completing tasks under this function are typically instructed to prioritize walk-in customers and phone calls before all other tasks. If they are in the process of conducting another activity they must stop and come back to it once those other two have been addressed.
- Tasks were also delayed or slowed due to the high volume of payments received, manual and duplicative data entry, and paper handling. The amount of paper handling and manual data entry required by the deputy clerks is exacerbated by the receipt of cash payments, paper tickets received that must be entered into the system, paper recordkeeping, and incorrect or distorted/illegible data and documents received from external agents (e.g., customers, judges, and attorneys).
- New hires under this function learn the processes and procedures for completing their tasks by shadowing other deputy clerks or through cross-training. There is a lack of procedural documentation for deputy clerks to reference, and they frequently rely on their own notes and documentation for fulfilling their duties.
- Miami-Dade County exhibited well-defined collection, control and accounting closing processes considering they have 200 cashiers across multiple sites and functions. After payments are received a facility supervisor will calculate checks for each workstation, validate cash, close out each workstation and prepare for daily deposit. All money goes from the local sites directly to banks.
- Escambia County, which has four staff working on collections, noted that an additional collections fee of 27% is charged by the collection agency (on top of the amount owed to the Clerk of Court). They suggested that acquiring software which would allow them to do more collections in-house rather than outsourcing to a collection's agency. The cost of the software, its success rate, and needs for additional staff to do more collections in -house, was not known at the time of the interview.
- Per onsite observations, deputy clerks take an average of 10.5 minutes to complete processing bonds and payment plans; online and agency payments take an average 27.5 minutes to complete; and, payment processing (counter) takes an average of 3.4 minutes to complete.

2.1.7 CONDUCTING MORTGAGE FORECLOSURE SALES

2.1.7.1 GENERAL DESCRIPTION OF FUNCTION

The Clerk of Court of each county is responsible for conducting mortgage foreclosure sales of properties within the county's borders. The court directs the Clerk of Court to sell the property via a final judgment. A copy of the final judgment is furnished by the deputy clerk to the last known address of every party to the action or to the attorney of record for such party. Prior to the auction, staff from the applicable Clerk of Court's office review each case to ensure that nothing that would stop a sale has been filed (e.g., bankruptcy). The general state of the economy is the biggest external factor that affects the volume of foreclosure sales.

2.1.7.2 TASKS OBSERVED DURING FUNCTION

- Filing of Complaint: Plaintiff files complaint with the Clerk of Court
- Final Judgment: Judge issues final judgment directing the Clerk of Court to sell property
- Publication of Sale: Notice of sale is published at least two weeks prior to the sale
- Conduct the Sale: The Clerk of Court conducts the sale either online or in-person
- Certify the Sale: The Clerk of Court issues the Certificate of Sale
- Certify the Title: The Clerk of Court issues the Certificate of Title

2.1.7.3 OBSERVATIONS

Common Observations

- Counties that conduct the auctions via the internet have the opportunity for cost savings realized by avoiding the personnel cost associated with having multiple clerks at the auctions. Clerks of Court that conduct the auctions via the internet can have deputy clerks perform other functions while the auctions are taking place.
- There are processes in which deputy clerks are printing, signing, and sealing documents before scanning them back into the applicable system.
- Staff members performing the function are required to be knowledgeable of laws and regulations related to the sale of foreclosure properties.
- Staff members were trained by shadowing a more experienced deputy clerk.
- The Marion County Clerk of Court is a good example of an office that appears to have an effective and efficient process for conducting mortgage foreclosure sales. During our observation, the deputy clerk who provided us an overview of the process was able to perform various tasks while the auction was taking place. Additionally, the system automatically prohibits a bidder to bid an amount for which the five percent deposit requirement is greater than the amount available in the bidder's account.
- The average completion time of 12 minutes is based on three observations.

2.1.8 MAINTAINING CUSTODY OF ALL EVIDENCE AND EXHIBITS

2.1.8.1 GENERAL DESCRIPTION OF FUNCTION

Exhibits received into evidence during a court proceeding become the responsibility of the Clerk of Courts. This exclusive control also carries with it the responsibility of maintaining a chain of custody, storage, and ultimately disposition or destruction pursuant to the Florida Statutes and Rules of Judicial Administration. Clerks of Court have an inherent concern over the responsibility and risk of mishandling evidence. The consequences could include a mistrial during appeals if evidence is mishandled.

2.1.8.2 TASKS OBSERVED DURING FUNCTION

- Record Receipt of Evidence: Establish and follow procedures for exchange of evidence between parties
- Handle and Store Evidence: Establish and follow control procedures for accessing evidence and conduct regular audits
- Dispose of Evidence: Per statute/rules, safely destroy or return evidence (if allowed)

2.1.8.3 OBSERVATIONS

Common Observations

- Exhibit sheets are recorded in the Case Management System (CMS).
- Based on judicial preference, a deputy clerk may be required to keep original copies of evidence for an active civil case at the ready on his or her desk. In one instance, the stack of evidence on the deputy clerk's desk was taking up scarce workspace for weeks. Some judges temporarily store evidence in their chambers.
- Storage locations vary from secure rooms and vaults within the Clerk of Courts' offices to off-site warehouses and leased spaces in other public buildings. Space is not generally a problem in the smaller counties we observed, but in large counties, a lack of space and lack of resources to scan old evidence is creating capacity issues.
- Established procedures and controls are necessary to maintain the integrity of evidence. Physical evidence may be hazardous and require special storage. Escambia County posts its access standards on the door to the evidence room, including a two-person access process, incorporating a Quality Assurance (QA) process to ensure case numbers are correct, and ensure that descriptions and images match.
- We were able to observe one instance of recording evidence records in the CMS following court, and the process to record one record took 3 minutes. Time ranges reported by deputy clerks were between 3 and 5 minutes.

2.1.9 ASSISTING IN COMPLETING PAPERWORK REQUIRED TO FILE A SMALL CLAIMS ACTION

2.1.9.1 GENERAL DESCRIPTION OF FUNCTION

The purpose of this function is to assist individuals in their filing of a legal action to settle a minor dispute for a dollar amount that is smaller than \$5,000. Clerks of the Court assist by providing guidance on what documentation is needed, as well as how to fill out the required forms. Once the paperwork has been submitted, a Clerk issues a summons to appear in court.

2.1.9.2 TASKS OBSERVED DURING FUNCTION

- Filing Small Claims: Assist in completing paperwork required to file small claims action, including observing counter interaction with pro se litigant customers

2.1.9.3 OBSERVATIONS

Common Observations

- Individuals seeking to file a claim need to have certain documentation to do so, otherwise the process can take much longer. Providing this information online can reduce the number of times this issue occurs and increase efficiency for the deputy clerks, which has been noted by counties that provide this information.
- While use of the E-Filing Portal is statewide, electronic signatures have not been as widely incorporated. Having the capability to use electronic signatures would increase efficiency and accuracy of submissions, while also reducing the amount of paper used.
- Palm Beach County uses a self-help center with a part time “Navigator” employee to assist customers understand and complete their paperwork. In some counties, this individual has been a current law student.
- Cross training is utilized in Hillsborough County in order to allow multiple deputy clerks to assist with small claims paperwork as needed.
- Phone calls were noted as a frequent disruption to deputy clerks assisting pro se litigants which slowed down the filing process.
- Based on four observations, the minimum time for completing this task was 14.3 minutes and the maximum was 29.3 minutes, with an average completion time of 21.8 minutes.

2.1.10 ASSISTING IN COMPLETING PAPERWORK REQUIRED TO FILE PETITIONS FOR PROTECTIVE INJUNCTIONS

2.1.10.1 GENERAL DESCRIPTION OF FUNCTION

The purpose of this function is to provide clerical assistance to those seeking protective injunctions. An injunction is a legal remedy in the form of a special court order that compels a party to do or refrain from specific acts, e.g. to make restitution to an injured party, or restrain them from threatening or invading the legal right of another. There are four types of civil injunction petitions that can be filed with the Clerk of Court: such as domestic violence, sexual violence, dating violence, and repeat violence. The deputy clerk does this by walking through the appropriate paperwork from start to finish with the individual to ensure it has been completed correctly.

2.1.10.2 TASKS OBSERVED DURING FUNCTION

- Aid Filers: Assist in completing paperwork required to file petitions for protective injunctions
- Prepare Court Orders: May prepare forms for extended, final judgment, and dismissal for the judge
- Update Cases: Enter verdict or updated existing case for temporary injunction extension

2.1.10.3 OBSERVATIONS

Common Observations

- Some Clerks of Court prepare proposed orders for the judge, while some do not. There is nothing in statutes or rules saying it is a Clerk of Court's responsibility, but some judges trust and prefer this task be performed by a deputy clerk. In one county, the judge asks the deputy clerk to print and prepare all three orders (granted/denied/denied set at hearing) and then the deputy clerk must destroy those that are not used, which reduces efficiency and increases overall process completion time.
- There is no fee charged in order to file a protective injunction. Based on multiple conversations with deputy clerks, as an unintended consequence of not having a fee, they see repeat filers whose injunctions end up being dismissed.
- Clerk of Court staff in multiple counties noted that being able to file documents online, with the ability while to e-sign documents would cut down on costs and time to file.
- Frequent phone calls are an interruption for most counties. However, counties with Automated Voice Systems (AVS) noted that calls were only an occasional interruption.
- Providing more information on the county's website to reduce the number of people who are missing documents when they go to court or walking in to file an injunction would increase efficiency and reduce staff time answering frequently asked questions.
- Based on three observations, the minimum time for completing this task was 35 minutes and the maximum was 40 minutes, with an average completion time of 37.5 minutes.

2.1.11 ISSUING PROCESS SERVICE DOCUMENTS

2.1.11.1 GENERAL DESCRIPTION OF FUNCTION

The Clerk of Court for each county must create documents such as complaints, petitions, summons, subpoenas, orders, or notices. A copy of the process service documents is often mailed or returned electronically to the lawyer who submitted the original application for the documents. The documents may also be sent to the Sheriff's Office. Generally, this function is an officially noticed document providing information and requiring a response from the individual who is served.

2.1.11.2 TASKS OBSERVED DURING FUNCTION

- Court Summons: Request for a person to appear in court
- Risk Protection Orders: A mandate to surrender guns due to a judicial order
- Eviction Notices: Notice to vacate a property

2.1.11.3 OBSERVATIONS

Common Observations

- The E-Filing Portal is one of the most commonly used technology resources for this process. In some cases, the process begins with paper, which slows time to completion. Paper takes longer because the deputy clerk must scan the documents and prepare the documents for the mail.
- The most notable inefficiencies occurred with manually processed paper documents, as well as scanning and rescanning with systems that do not include an electronic signature and stamping feature.
- Deputy clerks must be trained in the steps for this process. Training typically occurs with one-on-one sessions, job shadowing, and hands-on review. Instructor-led training and online procedure checklists are available in some counties (e.g., Hillsborough offers an instructor led class in addition to one-on-one and job shadowing). Other counties must do side-by-side training because they do not have training guides.
- Palm Beach County has excellent electronic resources, such as access to training documents through SharePoint, to support efficient processing.
- Based on nine observations, the minimum time for completing this task was 6.3 minutes and the maximum was 6.9 for an average of 6.6 minutes.

2.1.12 MAINTAINING COURT REGISTRY

2.1.12.1 GENERAL DESCRIPTION OF FUNCTION

The Court Registry is a depository for funds collected by court order or other legal authority. For example, the registry may be used to hold cash bail bonds issued for a failure to pay a fine on a prior case or to appear before the court on a scheduled appearance. It is the fiduciary responsibility of the Clerks of Court to be custodians of these funds, pending withdrawal pursuant to the proper authority.

2.1.12.2 TASKS OBSERVED DURING FUNCTION

- Track Incoming Funds: Record and/or deposit funds collected
- Disbursement of Funds: Checks are cut in accordance to the specifications of the judge's order. A signed Court Order is required before funds can be withdrawn from the Court Registry.
- Reconciliation: Verify the accuracy of records and account balances

2.1.12.3 OBSERVATIONS

Common Observations

- Court orders and the funds collected are typically recorded in the courts Case Management System (CMS). A separate Financial Management System i.e., Inova, PeopleSoft, SAP, Finance Plus, etc. is also common for reconciliation and managing disbursements. In places where these systems do not talk to each other, more manual processes are required which take more time of the deputy clerks and increase the risk of error.
- Most counties have verification and control measures, such as checking for errors or periodic reconciliation, in place to help ensure accuracy of entries and accounts.
- In several site visits, deputy clerks shared that basic knowledge of accounting principles is a useful skill for accurately and effectively managing registry funds. No deficiencies in this skill were noted.
- In some court offices, the separate divisions are responsible for managing their own funds and deposits; however, the accounting department is responsible for reconciliation and issuing checks.
- Of the counties where this process was observed, Palm Beach County demonstrated a streamlined process. They created an interphase between their case management and financial management systems, which was a desire of Clerks of Court in other counties. The office also implemented a "Positive Pay" procedure wherein information is automatically sent to the bank, and the bank is responsible for confirming the check number, payee, and amount before cashing the check.
- Based on seven observations, the minimum time for completing this task was 6 minutes and the maximum was 15 minutes, with an average completion time of 10.5 minutes.

2.1.13 AUDIT OF GUARDIANSHIP REPORTS

2.1.13.1 GENERAL DESCRIPTION OF FUNCTION

Guardianship is the legal process used to protect individuals who are unable to care for their own well-being due to infancy, incapacity, or disability. In addition to the duty to serve as the custodian of the guardianship files, the Clerks of Court review each initial and annual guardianship report to ensure that it contains information about the ward addressing, as appropriate:

- physical and mental health care;
- personal and social services;
- residential setting;
- application of insurance, private benefits, and government benefits;
- physical and mental health examinations; and,
- initial verified inventory or the annual accounting.

2.1.13.2 TASKS OBSERVED DURING FUNCTION

- Audit of Annual Accounting: Guardianship reports are provided to the applicable Clerks of Court office for review of the annual accounting

2.1.13.3 OBSERVATIONS

Common Observations

- Staff members performing the function are required to be knowledgeable of laws and regulations related to the audits of guardianship reports.
- Counties in which professional auditors are involved in the reviews appeared to have benefited in terms of knowledge and efficiency by having them involved. Accuracy and the fact that auditors have more training identifying unusual or inconsistent items when reviewing expenditures related documents have been key drivers behind using professional auditors.
- There are processes in which deputy clerks are printing, signing, and sealing documents before scanning them back into the applicable system.
- The Palm Beach County Clerk of Court is a good example of an office that appears to have an effective and efficient process for auditing guardianship reports. During our observation, the deputy clerk who provided us an overview of the process indicated that guardianship reports for which an indication of fraud is identified are forwarded to the Clerk and Comptroller, Palm Beach County Office of the Inspector General for a next level review. Additionally, the Clerk of Court has a Guardianship Fraud Hotline that can be used to anonymously report financial fraud or waste involving court appointed guardianships.
- The length of time required to perform a review varies significantly depending on the number of transactions, value/size of the assets, and whether suspicious activities are identified.
- Based on two observations, the average time for completing this task was 75 minutes.

2.1.14 AUDIT CHILD SUPPORT PAYMENTS

2.1.14.1 GENERAL DESCRIPTION OF FUNCTION

The Florida Department of Revenue (DOR) is responsible for child support services and collection of child support payments, referred to as the Child Support Enhancement (CSE) program. The DOR works directly with families and partners with state and federal agencies including the Clerks of Court as well as private companies (employers) to carry out several steps associated with child support. Specifically related to our study, the Clerks of Court in all but two of Florida's 67 counties provide support for child support payments for DOR. For Miami-Dade and Manatee, the DOR partners with the State Attorney's office versus the Clerk of Court.

CLERC, a computer application designed by the Florida Association of City Clerks (FACC) and operated through DOR to manage child support payments, has been used since the early 1990s. CLERC is a first-generation, federally certified system that initially brought exceptional results. Technological progress with child support systems slowed down dramatically after certification. By the 2000s, most states (including Florida) settled for maintaining their legacy systems with no further improvements.

While deputy clerks primarily focus on the child support auditing function, they also handle inquiries including payment processing when call volume cannot be handled by the DOR or Florida State Disbursement Unit (FSDU). Clerks may answer many in-person or by-phone questions to provide information or reconcile issues within CLERC, FSDU and the Clerk of Courts case management system to ensure payments are made as accurately and as timely as possible.

2.1.14.2 TASKS OBSERVED DURING FUNCTION

- Processing Orders: Recording of, or modifying, child support orders received
- Payment Processing: Accepting payments or requests to process autopay through voided checks in site-specific CMS. Payments can be made in cash, cashier's check, credit card (with a convenience pay) or garnished from one's pay.
- Customer Inquiries: Fulfilling requests for historical report of payments
- Payment and Balance Reconciliation: Daily reconciliations with the Department of Revenue's Florida State Disbursement Unit (FSDU) to verify balances
- Allocating payments to different cases and categories based on priority levels
- Auditing Child Support Payments: Researching and reconciling child support transactions flagged by FSDU as possible errors. Makes necessary adjustments and/or adds comments in CLERC for subsequent review by FSDU or DOR. In addition, makes necessary duplicate entry of adjustments and/or or scans relevant documents (i.e., new orders) into Clerk of Court's CMS

- Random Moment Sampling (RMS:) Responding to time diary requests from the DOR asking the Clerk of Court to list the cases they are currently working on and describing current activities related to those cases

2.1.14.3 OBSERVATIONS

Common Observations

- Same system used by all Clerks of Court, Florida State Disbursement Unit and Department of Revenue. Deputy clerks who audit child support payments interact frequently with payors, payee, and the agencies listed here. Most Clerks of Court audit payments in-house, but some have relied on third parties for accepting payments.
- The Child Support Enforcement System is a first-generation federally certified system with very limited reporting and has no connectivity to Case Management System (CMS) or finance systems.
- Lack of integration or interfaces with other systems requires longer processing time, duplicate data entry (in both CSE and a CMS), this leads to manual calculations which are inefficient and cause for potential errors.
- Daily, weekly, monthly and annual reconciliation of Florida State Disbursement Unit transactions with a county's chosen CMS or relevant financial systems such as SAP is very manual. Deputy clerks must print reports and manually record codes and then enter adjustments for what could be several hundred "flagged" items daily.
- Audits are done manually, which increases chance of errors in amounts or location for disbursement. Greater accuracy and efficiencies are realized when the deputy clerk conducting audits is not fielding basic calls, such as dates payments were received or disbursed.
- Based on two observations, the average time for completing this task was 17.5 minutes.

2.2 MGT CLERK OF COURT SURVEY

2.2.1 SURVEY METHODOLOGY

In September 2019, MGT developed and distributed an online survey to the 52 remaining Florida counties that were not included in the site visit samples in order to collect comparative data on the Clerks of Court functions.

The survey was distributed online via e-mail using MGT's survey tool, Qualtrics, on September 23 and was scheduled to close on October 7. The survey was kept open until October 22 to conduct additional outreach and to ensure participation from all 52 counties not visited. Fifty-one responses were recorded, with MGT visiting one of the counties in person to ensure MGT was able to gather information from all counties that received a survey.

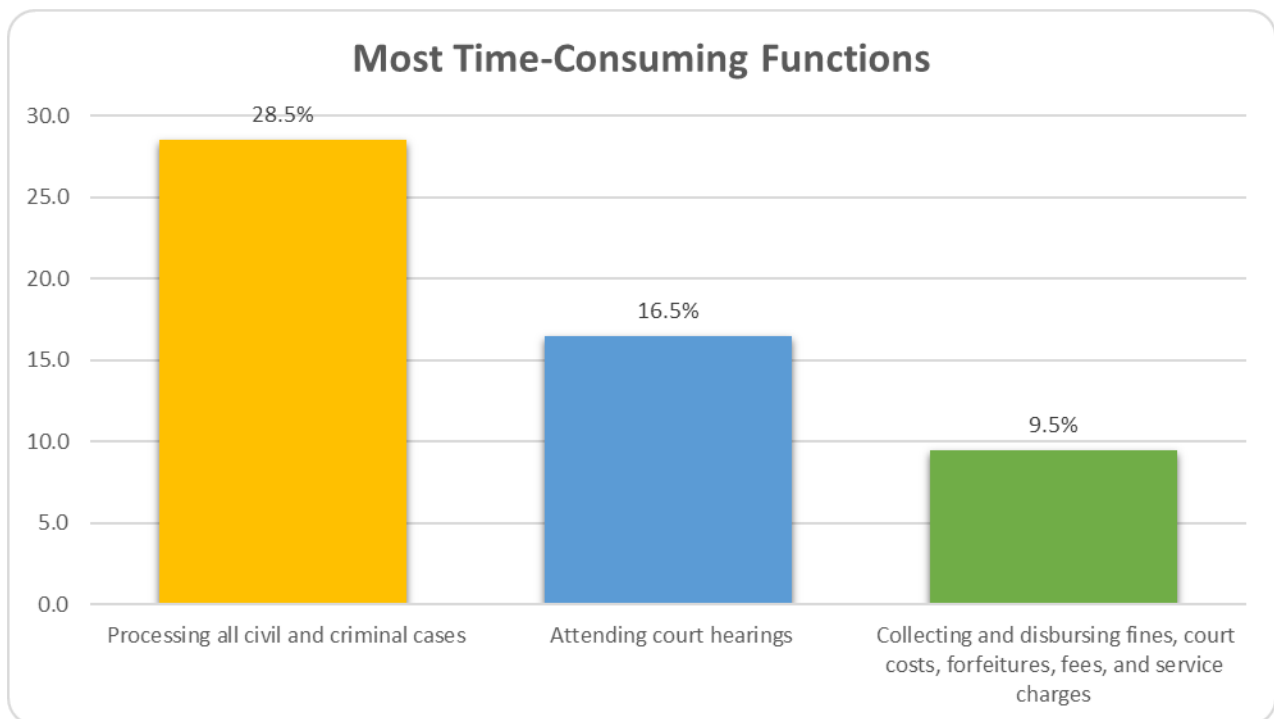
In the following section, a more in-depth overview will be provided for the survey topics that provided the most relevant data to this report.¹ Based on our analysis of the on-site visits and online survey, those survey topics are:

- For the functions performed at your site, please assign a percentage of overall staff time spent performing these functions.
- Select the top three changes your staff would like to make to provide greater efficiency or effectiveness in court-related functions.
- What are the greatest staff challenges that you have in your office?
- For those changes your staff would like to make, please include any relevant comments, concerns, plans, and/or suggestions related to each.

2.2.2 TIME SPENT ON FUNCTIONS

The chart below highlights survey responses to the question: "For the functions performed at your site, please assign a percentage of overall staff time spent performing these functions. (Must total 100%)." The top three reported functions according to the percent of time spent performing each were processing all civil and criminal cases, attending court hearings, and collecting and disbursing fines, court costs, forfeitures, fees, and services charges. These functions made up over 50% of the total function time. We have highlighted these three functions below:

¹ Counties that submitted responses that either did not add up to 100 percent, or added up to more than 100 percent, were omitted from the analysis of the function section. Counties that did not provide any response to the Improvements Made, Greatest Challenges, and Improvements Desired sections were also removed from the analysis for the section with no response.



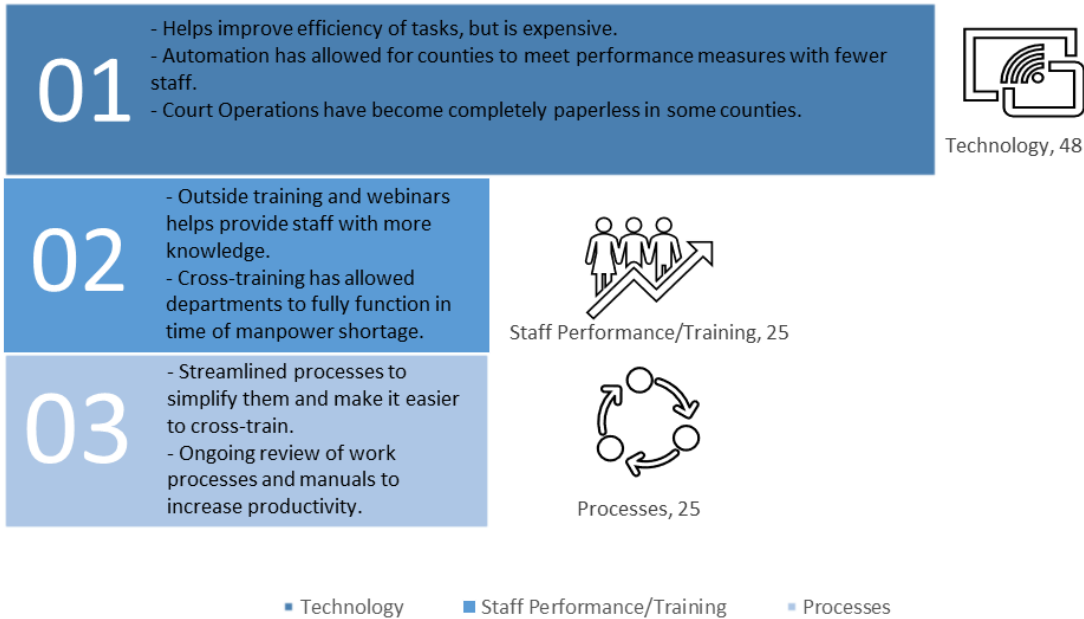
Source: MGT Clerks of Court Efficiency Survey - MGT Consulting Group, 2019. N=46.

The bottom three reported functions according to the percent of time spent performing each were auditing guardianship reports, conducting mortgage foreclosure sales, and maintaining the court registry. Auditing guardianship reports (1.9%), conducting mortgage foreclosure sales (1.8%), and maintaining the court registry (1.3%), made up only 5% of the total function time.

2.2.3 IMPROVEMENTS MADE

The chart below highlights survey responses to the question: “Please select the top three most important changes that your staff has made in the past few years to provide greater efficiency or effectiveness in court-related functions.” Out of the 162 recorded responses; technology was selected 48 times, staff performance/improvement was selected 25 times, and processes were selected 25 times as one of the improvements that have been made. In addition to reiterating the counts of responses, the chart below highlights responses from the Relevant Comments portion of the survey question.

Most Common Court-Related Improvements Made



Source: MGT Clerks of Court Efficiency Survey - MGT Consulting Group, 2019. N=51

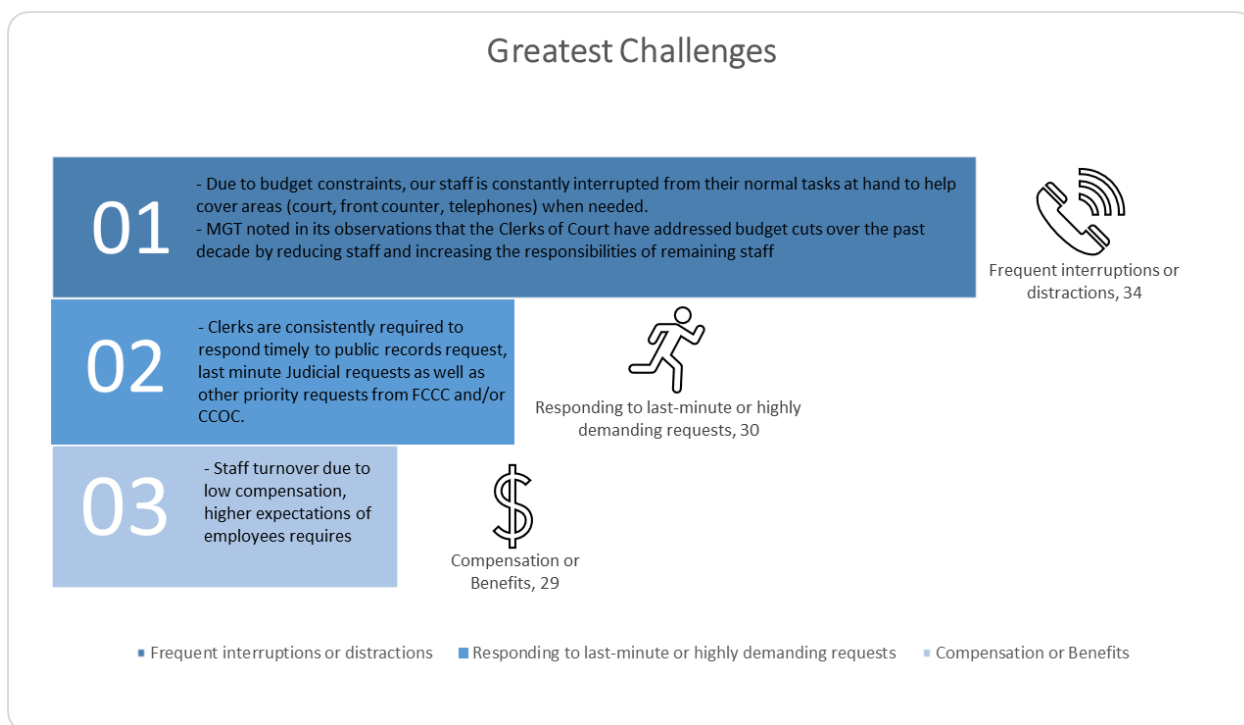
The table below highlights comments from the Relevant Comments portion of the survey for each of the remaining functions.

Category of Change Made	Count	Relevant Comments
Resource Allocation	23	Analyzing current business processes to ensure best use of current personnel
Skill Development	12	Sending staff to available Florida Court Clerks and Comptrollers association and external agency training opportunities
Work Schedules/Operating Hours	9	Extended work hours to have one hour without public interruption
Performance Metrics & Reporting	7	Allow managers to measure and monitor data to make informed and effective decisions for resource allocation
Work Environment/Workspace	5	Installation of standing desks has led to improved morale
Availability of Bilingual Resources	5	Hiring of a clerk possessing bilingual skills has decreased customer wait times
Facilities	3	Add-ons created for additional office space and storage

Source: MGT Clerks of Court Efficiency Survey - MGT Consulting Group, 2019. N=51

2.2.4 GREATEST STAFF CHALLENGES

The chart below highlights survey responses made to the question: “What are the greatest staff challenges that you have in your office?” Out of the 217 recorded responses, frequent interruptions or distractions from completing tasks was selected 34 times, responding to last-minute or highly demanding requests was selected 30 times, and compensation or benefits were selected 29 times as their greatest staffing challenges. In addition to reiterating the counts of responses, the chart below highlights responses from the Relevant Comments portion of the survey question.



Source: MGT Clerks of Court Efficiency Survey - MGT Consulting Group, 2019. N=49

The table below highlights comments from the Relevant Comments portion of the survey for each of the remaining functions.

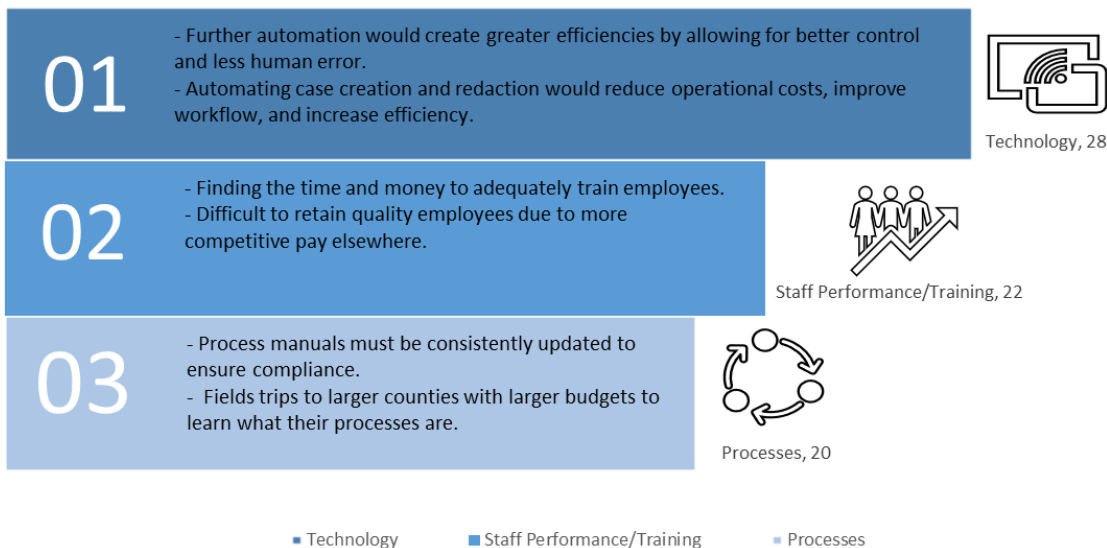
Category of Greatest Challenge	Count	Relevant Comments
Retaining quality staff members	25	Staff turnover due to compensation, higher expectations of employees requires high compensation
Training	21	Training new clerks is expensive and time consuming
Those which are outside of staff control	21	Economic downturns and political changes lead to increased work
Advancement	15	Advancement opportunities with salary growth are limited based on mandated budget authority
Multi-tasking	14	A deputy clerk can be opening a case in the E-Filing Portal, then a customer comes in and the deputy clerk has to issue a marriage license and perform a ceremony, then five minutes later has to head to Court
Returning incomplete or incorrect documents received from E-Filing Portal	8	[No comments were made on this category]
Recruiting qualified applicants	7	It is hard to recruit qualified employees when pay is better elsewhere
Accuracy of work completed	7	Limited staffing has affected the accuracy and timeliness of our work
Timeliness of work completed	6	Limited staffing has affected the accuracy and timeliness of our work

Source: MGT Clerks of Court Efficiency Survey - MGT Consulting Group, 2019. N=49

2.2.5 IMPROVEMENTS CLERKS WOULD LIKE TO MAKE

The chart below highlights survey responses to the question: “For those changes your staff would like to make, please include any relevant comments, concerns, plans, and/or suggestions related to each.” Out of the 137 recorded responses: technology was selected 28 times, staff performance/improvement was selected 22 times, and processes were selected 20 times as one of the top improvements desired. In addition to reiterating the counts of responses, the chart below highlights responses from the Relevant Comments portion of the survey question.

Most Desired Court-Related Improvements



Source: MGT Clerks of Court Efficiency Survey - MGT Consulting Group, 2019. N=50

The table below highlights comments from the Relevant Comments portion of the survey for each of the remaining functions.

Category of Desired Change	Count	Relevant Comments
Work Schedules/Operating Hours	17	Need to look at 4-day work weeks, working from home
Skill Development	15	Doing more with less human resources requires employees with a higher skill set
Work Environment/Workspace	12	Limited space effects our abilities to assist the judiciary and customers efficiently
Resource Allocation	8	Analyzing current business processes to ensure best use of current personnel
Performance Metrics & Reporting	6	Utilize key performance indicator (KPIs) to help identify areas that could be more efficient
Facilities	5	Expanding facilities/satellite location could provide greater customer service
Availability of Bilingual Resources	4	Being bilingual is becoming an increasing need in central and south Florida

Source: MGT Clerks of Court Efficiency Survey - MGT Consulting Group, 2019. N=50

CHAPTER 3. SITE VISIT OVERVIEW

During the period of August 27 to October 19, 2019 MGT visited 15 randomly selected Florida counties to meet with the county's Clerk of Court and staff. MGT deployed a total of 17 consultants representing a diverse range of levels of experience, from technical analysts to an executive vice president for the firm. Equally as diverse were the professional practices these consultants represented, including the areas of human capital, finance, accounting, auditing, and higher education. Those who went on multiple site visits reviewed the same functions when possible to gain subject matter expertise. Visits lengths ranged from one day in smaller counties to three days in larger counties, with as few as two and as many as nine MGT representatives visiting a site, averaging more than four consultants per site. During the visits the Clerk of Court and his or her leadership team provided a strategic overview, and then MGT conducted interviews of deputy clerks and observed performance of tasks associated with the 14 court-related functions reviewed in Chapter 2. Following is a summary of each visit listed in chronological order of the visits.

3.1 MARTIN COUNTY SITE VISIT OVERVIEW

MGT conducted the onsite visit in Martin County on Tuesday, August 27 and Wednesday, August 28. Day one consisted of high-level meetings with the leadership team and managers. On the second day, five MGT consultants performed functional interviews and observations for all 14 court-related functions with approximately 16 employees. Martin County recently transitioned their Case Management System (CMS) from Clericus to Benchmark.



3.1.1 DEMOGRAPHICS

Item	Amount
Clerk	Carolyn Timmann – 7 years as Clerk of Court
Main Office Location (1)	100 SE Ocean Boulevard, Stuart, FL 3499434994
Other Branch Locations (2)	Hobe Sound, Indiantown
Number of Counties in Circuit	4
Judicial Circuit Number	#19
Peer (Counties) Group	Monroe, Flagler, Sumter, Citrus, Indian River (5/67)
Court-Related Employees (FTEs)	
- Total Performing Court-Related Tasks	50.92
- % of Total Court FTEs in Deferred Retirement Option Program (DROP)	FTE (5), 6.85%
Population Statistics	

- 2018 Population Estimate	155,556
- Projected number for 2020	159,129
- Persons/Square Mile as of 2018	286.1
- Median Age Represented as of 2017	52.3 years
- % of population > Age 5 speaking language other than English at home	13.80%
Number of Government Employers	52
- Median Household Income	\$55,588
- Clerks of Court Average Pay (2080 hours)	\$44,429

Sources: Office of Economic and Demographic Research. edr.state.fl.us/Content/area-profiles/county/index.cfm.

3.1.2 KEY OBSERVATIONS – MARTIN COUNTY

PEOPLE

- Retention is an area of concern given significant time to fill jobs and lack of local university which would provide a pool of employment candidates who have recently graduated. Time to bring employee to full productivity and low pay rate are top reasons for departures per exit interviews.
- Many employees have second (approved) jobs outside the Clerk of Court office.
- Paper-intensive, manual work. Multiple copies of case information first completed in paper and then scanned and saved in electronic form.
- Facility design constricts ability to have people in same department located in same area due to space limitations. This may lead to challenges in workflows and cross-training.

PROCESS

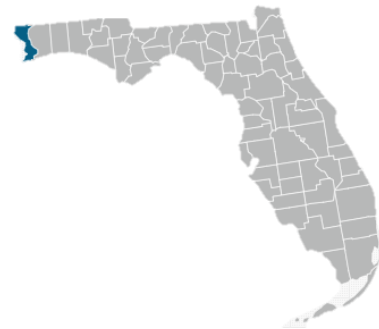
- Workflows being re-designed to better utilize new CMS capabilities.
- Recently added online payment processing through 3rd parties.
- Producing 3-page, carbonless forms for three possible proposed orders for injunction hearings, then judge selects appropriate one to use.
- Recently created internal collections department, which includes weekly outbound calls to every individual on a payment plan.
- For reasons beyond the deputy clerk's control many new cases are being added to docket at last minute (i.e., morning of court).

TECHNOLOGY

- Recently replaced CMS system Clericus with Benchmark.
- Website easy to navigate and forms are indexed by category for quicker access.
- Discontinued new application for judges to handle injunctions on their own due to lack of usage.
- They anticipate implementing a new Interactive Voice Response (IVR) automated telephone system that will provide efficiencies in routing phone calls.
- The Jurymark jury management system greatly facilitates concurrently running seven courtrooms by improving juror check-in and jury panel management.
- Shared copiers and printers are not always easily accessible.

3.2 ESCAMBIA COUNTY SITE VISIT OVERVIEW

MGT conducted the onsite visit in Escambia County on Tuesday, September 3 and Wednesday, September 4. Day one consisted of meetings with the Clerk and their management team to get a high-level overview of the court's operations and distinct features. On the second day, three MGT consultants interviewed approximately 18 staff and observed or discussed all 14 court-related functions. Technology utilized includes the Benchmark Case Management System (CMS).



3.2.1 DEMOGRAPHICS

Item	Amount
Clerk	Pam Childers– 7 years as Clerk of Court
Main Office Location (1)	190 W Government Street, Pensacola, FL 32502
Other Branch Locations (4)	Pensacola (3), Century
Number of Counties in Circuit	4
Judicial Circuit Number	1
Peer (Counties) Group	St. Lucie, Osceola, Collier, Manatee, Sarasota, Seminole, (6/67)
Court-Related Employees (FTEs)	
- Total Performing Court-Related Tasks	121.01
- % of Total Court FTEs in DROP	FTE (2), 1.55%
Population Statistics	
- 2018 Population Estimate	318,560
- Projected number for 2020	324,438
- Persons/Square Mile as of 2018	484.9
- Median Age Represented as of 2017	38.0 years
- % of population > Age 5 speaking language other than English at home	7.00%
Number of Government Employers	137
- Median Household Income	\$47,361
- Clerks of Court Average Pay (2080 hours)	\$35,533

Source: Office of Economic and Demographic Research. edr.state.fl.us/Content/area-profiles/county/index.cfm

3.2.2 KEY OBSERVATIONS – MARTIN COUNTY

PEOPLE

- Employee recruitment and retention is a key challenge. To aid in onboarding and get personnel up to speed the Clerk of Court has begun to put focus on adding quick, online training and standardized procedure manuals.
- While a process to formalize procedures is in the works, it was noted that shadowing a more senior deputy clerk is still a common method to learn processes.
- Managers monitor deputy clerk's performance; deputy clerks receive evaluations which are tied to the percentage of their cases meeting compliance regulations.
- The Clerk of Court reported that talent recruitment and retention is a significant issue due to competitive opportunities in the local career marketplace.

PROCESS

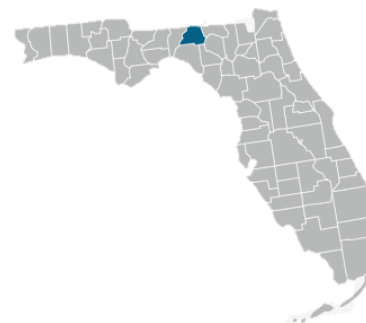
- During observation in the courtroom on docket day, we noted the fast pace of processing pleas, sentencing, and trial schedules performed by two deputy clerks.
- Escambia has an in-house collections team with four staff that tries to collect legal financial obligations before they utilize an outside collection agency.
- The process for maintaining evidence is documented and has controls, including a two-person security process for accessing evidence.
- We noted no training resource for filing injunctions, even though it was reported that the volume is 40-50 cases per day. Additionally, staff reported that being present in court prevents them from performing the task in a timely manner.

TECHNOLOGY

- Office recently updated its technology infrastructure, replacing outdated PCs with laptops on all desks. They are also investigating utilizing a Learning Management System (LMS) to quickly train employees.
- Scanners in the courtroom were used to scan handwritten forms and load them in the CMS vs. going back to office to complete.
- When building appellate or other large records, if the document is over 265 pages, Benchmark CMS will stop functioning. IT had to set up a remote desktop for one of the Clerks of Court to build these larger records.
- For auditing child support payments, requests come on paper from Department of Revenue. The deputy clerks open screens and reviews payments made to date in the statewide child support system CLERC. The system is outdated and still uses DOS interface. A replacement or upgrade to the CLERC system is scheduled for 2021.

3.3 MADISON COUNTY SITE VISIT OVERVIEW

MGT conducted the onsite visit in Madison County on Thursday, September 5. Two MGT consultants met with the Clerk and approximately ten court-related staff to discuss or observe the 14 functions identified for the study. Madison uses the Clericus Case Management System (CMS).



3.3.1 DEMOGRAPHICS

Item	Amount
Clerk	Billy Washington – 3 as Clerk of Court
Main Office Location (1)	125 Range Street # 106, Madison, FL 32340
Other Branch Locations (0)	None
Number of Counties in Circuit	7
Judicial Circuit Number	#3
Peer (Counties) Group	Hamilton, Union, Gulf, Dixie, Gilchrist, Holmes (6/67)
Court-Related Employees (FTEs)	
- Total Performing Court-Related Tasks	9.88
- % of Total Court FTEs in DROPDROP	FTE (1), 7.14%
Population Statistics	
- 2018 Population Estimate	19,473
- Projected number for 2020	19,541
- Persons/Square Mile as of 2018	28.0
- Median Age Represented as of 2017	41.6 years
- % of population > Age 5 speaking language other than English at home	6.50%
Number of Government Employers	33
- Median Household Income	\$31,816
- Clerks of Court Average Pay (2080 hours)	\$39,268

Source: Office of Economic and Demographic Research. edr.state.fl.us/Content/area-profiles/county/index.cfm

3.3.2 KEY OBSERVATIONS – MADISON COUNTY

PEOPLE

- Madison is a rural county with a small court-related staff. Staff offers a balance of experience, from relatively new employees to two veterans who expect to retire in the near future. Having veteran staff is valuable given that most training occurs through shadowing.
- The Clerk of Court reported that competitive forces are not seen as much of an issue in his county (compared to other counties we observed) in terms of recruitment and retention.
- Employs a relatively small number of court-related employees. Deputy clerks work in close proximity to each other in two office spaces located directly across the hall from each other.
- Due to the small number of deputy clerks, employees are cross trained so they can back up other functions. This is a necessity to keep the office operational while employees are out of the office or in court.

PROCESS

- In Madison, there is one county judge present every day and one circuit judge every two weeks.
- In most cases only one deputy clerk is present in the courtroom to take notes of proceedings. Information is handwritten in court and later entered to the CMS at their desk.
- Interruptions are frequent as walk-in customers have nearly free access to the deputy clerks in their workspace. Deputy clerks frequently stopped work to answer phones.
- The elected Clerk of Court is responsible for jury management, and he reported a 40% attendance rate for jurors summoned.
- On days when two deputy clerks are in court, one deputy clerk is left alone to handle traffic fine collections. There is one cash drawer for the office that creates a minor inconvenience for the customer and may distract the employee closest to the cash drawer from other duties.

TECHNOLOGY

- The office does not have local IT support. Instead, it utilizes CiviTek in Tallahassee. If an issue were to occur, it can take an hour or more before IT support arrives, leaving the deputy clerks unable to perform duties.
- Clerks of Court reported that judges prefer paper files since they do not have in-house IT support; if they relied on electronic files in court and something went wrong they do not have backup support to assist them in a timely manner.
- The Sherriff's office does not always upload traffic tickets electronically, or at times scans are of poor quality which creates a backlog of paper tickets that have to be scanned and manually entered to the CMS. Further, they see delays when the Sherriff's office uploads tickets, creating a disconnect when a customer calls to pay and the violation is not in the system yet.
- Foreclosure sales, of which there is a low volume, are conducted live on the courthouse steps instead of online. Lack of volume is a factor when deputy clerks consider shifting to online.

3.4 BAKER COUNTY SITE VISIT OVERVIEW

MGT conducted the onsite visit in Baker County on Tuesday, September 10. After an initial briefing with the Clerk of Courts, two MGT consultants interviewed and observed approximately seven staff members and discussed or observed all 14 functions. Baker uses the Clericus Case Management System (CMS) and utilizes the County for onsite Information Technology support.



3.4.1 DEMOGRAPHICS

Item	Amount
Clerk	Stacie Harvey– 5 years as Clerk of Court
Main Office Location (1)	339 E Macclenny Ave # 113, Macclenny, FL 32063
Other Branch Locations (0)	None
Number of Counties in Circuit	6
Judicial Circuit Number	#8
Peer (Counties) Group	Bradford, Hardee, Wakulla, DeSoto, Washington, Taylor (6/67)
Court-Related Employees (FTEs)	
- Total Performing Court-Related Tasks	10.90
- % of Total Court FTEs in DROP	FTE (1), 9.09%
Population Statistics	
- 2018 Population Estimate	27,652
- Projected number for 2020	28,666
- Persons/Square Mile as of 2018	47.2
- Median Age Represented as of 2017	37.3 years
- % of population > Age 5 speaking language other than English at home	3.70%
Number of Government Employers	34
- Median Household Income	\$59,506
- Clerks of Court Average Pay (2080 Hours)	\$40,271

Source: Office of Economic and Demographic Research. edr.state.fl.us/Content/area-profiles/county/index.cfm .

3.4.2 KEY OBSERVATIONS – BAKER COUNTY

PEOPLE

- Prior to being elected in 2014, Clerk Harvey spent 19 years as a deputy clerk in the office. She frequently backs up staff in numerous roles, serving where needed to support deputy clerks who are in court or out of the office.
- Staffing retention is a challenge due to lower starting pay than competitors. For example, deputy clerks start at \$12 per hour, while a nearby bank may pay tellers \$15 per hour plus bonuses.
- In the past, the office had issues with not tracking deputy clerks' time out of the office during the day. Last year, they installed a timeclock and have monitored it closely with success. Performance reviews are now backed up with statistics and documentation. However, the performance evaluation is viewed as a way to monitor poor performance rather than a system tied to incentives. Past pay increases were not tied to performance.
- The deputy clerks benefit from a larger workspace than in other counties observed.

PROCESS

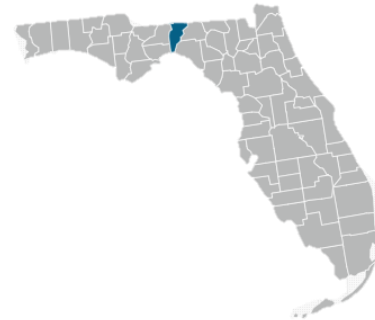
- Two deputy clerks were present for jury selection in court; however, we did not note any activity meriting the allocation of resources.
- A pamphlet was prepared to assist injunction filers to answer common questions filers may have about the process. In discussions, we heard that deputy clerks see a lot of repeat filers, but there are no fees for filing injunctions.
- Clerk of Court staff noted inconsistent processes in how requests come from the Department of Revenue (DOR) with regards to child support payments. As the official record keeper, they receive a high number of requests from DOR and walk-in customers seeking help.
- Customers are able to walk up to centrally located service windows.

TECHNOLOGY

- Information technology support is provided by a County staff person located in the courthouse.
- Clerks participated in a 2019 electronic prison packet pilot program to save time and resources making three paper copies of prison packets (traditionally a collection of documents that goes with a convicted felon to prison, with each count against the defendant requiring one packet). Clerk reports significant success following initial hiccups. Program required buy-in from Sheriff's office.
- This year, they also eliminated paper from their juror check-in process, although we were told that judges still seek hard copies of seating charts and questionnaires.
- Documents are not scanned in court, even though there is a scanner there. One computer is utilized in court.
- After recording case updates back at the deputy clerk's desk, a receipt automatically prints out; however, the receipt is immediately discarded.

3.5 JEFFERSON COUNTY SITE VISIT OVERVIEW

MGT conducted the onsite visit in Jefferson County Clerk of on September 10. During the on-site visit, MGT interviewed the Clerk of Court, members of the management team, and discussed all 14 court-related functions with approximately seven staff members. The on-site MGT team was composed of two consultants. The Clerk of Court office uses Clericus as its case management system (CMS).



3.5.1 DEMOGRAPHICS

Item	Amount
Clerk	Kirk Reams – 13 years as Clerk of Court
Main Office Location (1)	1 Courthouse Circle, Monticello, FL 32344
Other Branch Locations (#6)	None
Number of Counties in Circuit	6
Judicial Circuit Number	#2
Peer (Counties) Group	Lafayette, Liberty, Franklin, Glades, Calhoun (5/67)
Court-Related Employees (FTEs)	
- Total Performing Court-Related Tasks	8.00
- % of Total Court FTEs in DROPDROP	FTE (0), 0.00%
Population Statistics	
- 2018 Population Estimate	14,733
- Projected number for 2020	14,882
- Persons/Square Mile as of 2018	24.6
- Median Age Represented as of 2017	46.4 years
- % of population > Age 5 speaking language other than English at home	7.00%
Number of Government Employers	73
- Median Household Income	\$47,599
- Clerks of Court Average Pay (2080 Hours)	\$48,721

Source: Office of Economic and Demographic Research. edr.state.fl.us/Content/area-profiles/county/index.cfm.

3.5.2 KEY OBSERVATIONS – JEFFERSON COUNTY

PEOPLE

- Retention is not an issue in this county, unlike other counties observed.
- One county judge (once per week) and one circuit judge (bi-weekly).
- The office does not have a central cashier due to facility layout.

PROCESS

- Payroll handled for county not just Clerk of Court, which adds to workload for finance staff.
- No red lights in county so no red-light citations can be written, which results in less traffic revenue.
- Recently updated cash collection procedures due the need for enhanced processes and stronger controls.
- Deputy clerks indicated they receive Automated Random Moment and Reporting System requests via email from the Department of Revenue for child support cases. Deputy clerks must submit a random time diary which includes the specific case numbers and activities being performed.
- The Clerk of Court sits in on all juror selections; Judge sends letter to all juror no-shows.
- “Father’s Day” event held annually to encourage child support payments in some areas.

TECHNOLOGY

- No information technology department and minimal funds to use contractors; Clerks of Court needs to find ways to fund more information technology investments.
- Monday mornings can be very busy since e-filing occurs over the weekend and can generate a queue.

3.6 NASSAU COUNTY SITE VISIT OVERVIEW

MGT conducted the onsite visit in Nassau County Wednesday, September 11 and Thursday, September 12. On day one, two MGT staff members met with Clerk Crawford and his leadership team followed by meetings with division supervisors. Four staff were present for staff interviews and observations of the 14 functions the second day. Approximately 15 staff were interviewed. Nassau uses the Clericus Case Management System (CMS).



3.6.1 DEMOGRAPHICS

Item	Amount
Clerk	John Crawford – 15 years as Clerk of Court
Main Office Location (1)	76347 Veterans Way, Yulee, FL 32097
Other Branch Locations (1)	Fernandina Beach
Number of Counties in Circuit	3
Judicial Circuit Number	#4
Peer (Counties) Group	Putnam, Columbia, Walton, Highlands (4/67)
Court-Related Employees (FTEs)	
- Total Performing Court-Related Tasks	26.53
- % of Total Court FTEs in DROP	FTE (0), 0.00%
Population Statistics	
- 2018 Population Estimate	82,748
- Projected number for 2020	86,416
- Persons/Square Mile as of 2018	127.6
- Median Age Represented as of 2017	45.3 years
- % of population > Age 5 speaking language other than English at home	4.60%
Number of Government Employers	45
- Median Household Income	\$64,294
- Clerks of Court Average Pay (2080 Hours)	\$45,918

Source: Office of Economic and Demographic Research. edr.state.fl.us/Content/area-profiles/county/index.cfm .

3.6.2 KEY OBSERVATIONS – NASSAU COUNTY

PEOPLE

- Special focus on improving office culture and emphasizing focus on public service. Everyone goes through an orientation to learn the organization's values. After orientation they swear every deputy clerk in.
- Seasoned employees have cross trained in other areas, which allows for better customer service and productivity.
- Performance reviews were conducted 4 times per year last year. They concluded that was too much and have cut back to 2 this year. Next year, their performance management tool will have goals set by management, the supervisor, and the employee.
- In 2017, they witnessed a higher amount of turnover. People have found better paying positions with government and private employers. They have seen benefits using a temp-to-hire process to ensure a good fit before hiring full-time.

PROCESS

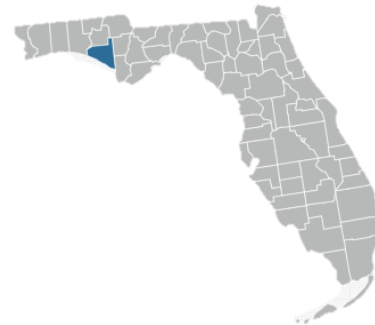
- Process is shifting to paperless. A new judge has helped to move that process forward.
- Pre-trial 30-minute preparation sessions help prevent inefficiencies while in court.
- They converted to a weekly online foreclosure sale process to avoid having too big of a queue.
- Stoppages observed during the deputy clerk's day include taking phone calls, helping customers at the counter, and training other deputy clerks.
- While processing criminal cases in the CMS, it was observed that the deputy clerks must correctly determine and select the type of crime committed based on the description of the case by the law enforcement officer. If the state attorney believes the deputy clerk selected the wrong code, they will send the case back to be updated by the deputy clerk.

TECHNOLOGY

- One employee reported there was no user guide for Clericus, but they learn by watching others, including those involved in transitioning to the system.
- Nassau has been taking advantage of time-saving implementations with Clericus. For example, they report time savings of 30 percent with District Court of Appeals compliance. Once a package is scanned, page numbers are automatically assigned by the CMS, versus individually marking pages in the past process.
- Barcodes on the juror summons are scanned to make the check-in process quicker.
- While the foreclosure sale process is done online, a paper and mail process follows that involves printing the certificate of sale, and then stamping and signing it. Most attorneys in Nassau provide courtesy envelopes to mail the hard copies.

3.7 BAY COUNTY SITE VISIT OVERVIEW

MGT conducted the onsite visit in Bay County on Wednesday, September 11 and Thursday, September 12. MGT consultants conducted meetings with the leadership team before going into the functional observations on day one. The functional interviews, discussions, and observations continued into day two. Overall three MGT consultants met with approximately 14 employees to cover all 14 court-related functions. Bay County uses the Benchmark Court Management System (CMS).



3.7.1 DEMOGRAPHICS

Item	Amount
Clerk	Bill Kinsaul – 11 years as Clerk of Court
Main Office Location (1)	300 East 4 th Street, Panama City, FL 32401
Other Branch Locations (0)	None
Number of Counties in Circuit	6
Judicial Circuit Number	#14
Peer (Counties) Group	Santa Rosa, Charlotte, Hernando, Okaloosa, Clay, St. Johns (6/67)
Court-Related Employees (FTEs)	
- Total Performing Court-Related Tasks	59.90
- % of Total Court FTEs in DROPDROP	FTE (5.00), 8.06%
Population Statistics	
- 2018 Population Estimate	181,199
- Projected number for 2020	178,486
- Persons/Square Mile as of 2018	239.8
- Median Age Represented as of 2017	39.8 years
- % of population > Age 5 speaking language other than English at home	6.90%
Number of Government Employers	130
- Median Household Income	\$50,283
- Clerks of Court Average Pay (2080 hours)	\$40,661

Source: Office of Economic and Demographic Research. edr.state.fl.us/Content/area-profiles/county/index.cfm .

3.7.2 KEY OBSERVATIONS – BAY COUNTY

PEOPLE

- Highly engaged workforce with easy access to management and an individual visit by Clerk to each employee every payday to thank them for their service.
- Emphasis on documenting and promoting more structured training.
- Redesigned internal promotion or transfer process to hire most qualified vs. most tenured staff. This Clerk does not hire part-time employees, temps or interns, unlike other counties.
- They believe that they would realize cost savings if they were able to participate in all benefits at the state level versus the county benefits program.
- Additional resources would be required for scanning prior years' documents. Staff is fully occupied with daily work. They have scanned old documents up to 2013.

PROCESS

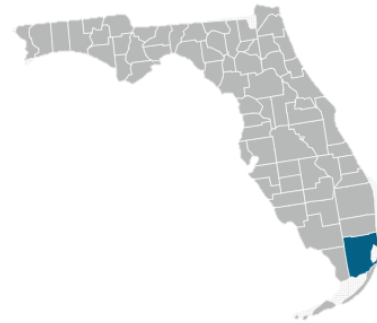
- Self-Help Center for customers with desire to add an attorney on staff to offer assistance to customers like some other counties have. Maintains onsite law library and public access terminal.
- Domestic violence orders are completed by clerks versus judges, which is not consistent with other counties.
- Automated Clearing House (ACH) transactions (direct electronic transfer of funds) can be used by individuals on payment plans for legal financial obligations. This option is not available in all counties.
- Clerk states they are the only county processing bed/tourism tax revenues.
- Per Clerk, 75% of employee's work is E-Filing Portal processing.

TECHNOLOGY

- Limited ability to implement additional efficiencies through technology given minimal, contracted information technology support.
- Eagerly awaiting replacement or upgrade to the state child support system (CLERC), which they have been told is coming. A new or upgraded system would allow for quicker, user-friendly interaction versus outdated system functionality.
- Would like to see more electronic correspondence and the use of electronic fingerprint processing with Department of Corrections to reduce paper and rejected fingerprinting.
- nCourt system used for payments of fines and fees are processed at local 7-11 and Dollar General stores using credit or debit cards.

3.8 MIAMI-DADE COUNTY SITE VISIT OVERVIEW

MGT conducted the onsite visit in Miami-Dade County from Monday, September 16 to Wednesday, September 18. Nine MGT consultants were present for this onsite visit. The majority of day one was dedicated to observing jury pool selection, as well as meeting with leaders in both group and individual sessions for the functional interviews and observations being conducted Tuesday and Wednesday using a group of nine MGT consultants across seven sites. More than 50 staff were interviewed or observed regarding all 14 court-related functions. Odyssey is their current Case Management System (CMS) for the civil side, and a county system is used for the criminal side.



3.8.1 DEMOGRAPHICS

Item	Amount
Clerk	Harvey Ruvin – 27 years as Clerk of Court
Main Office Location (1)	111 NW First Street, Miami, Florida 33128
Other Branch Locations (#6)	Miami (6)
Number of Counties in Circuit	1
Judicial Circuit Number	#11
Peer (Counties) Group	Palm Beach, Broward (2/67)
Court-Related Employees (FTEs)	
- Total Performing Court-Related Tasks	895.13
- % of Total Court FTEs in DROP	FTE (82), 8.94%
Population Statistics	
- 2018 Population Estimate	2,779,322
- Projected number for 2020	2,861,579
- Persons/Square Mile as of 2018	1,463.8
- Median Age Represented as of 2017	39.4 years
- % of population > Age 5 speaking language other than English at home	73.80%
Number of Government Employers	343
- Median Household Income	\$46,338
- Clerks of Court Average Pay (2080 hours)	\$50,852

.Source: Office of Economic and Demographic Research. edr.state.fl.us/Content/area-profiles/county/index.cfm.

3.8.2 KEY OBSERVATIONS – MIAMI-DADE COUNTY

PEOPLE

- Cramped work and storage areas in the historic Courthouse; would benefit from remodeling to better leverage space. Other downtown office locations appear to have ample room for staff, but empty offices are used for storage.
- Need for more structured training and procedures manual.
- High multi-lingual needs (Spanish and Creole) in the County impacts customer service if a bilingual clerk is not available.
- Staff shared that employees working on domestic violence, family court, and mental health cases have higher turnover rates.

PROCESS

- Jury badges are mailed to speed up check-in process.
- Impacted by high number of non-English speaking jurors, requiring longer assessments by judge.
- At least one clerk, often two, required in a courtroom or chamber and each judge usually requests a specific employee.
- Deputy clerks have a backlog of data to input and documents to be signed by judge.
- Clerks report most traffic tickets in the county go to court, with half of them being dismissed, creating extra work without revenue from fines.
- Appeals unit must transport old paper casefiles from downtown library storage space back to office to scan documents.
- The county is making progress handling extremely large volume of phone calls using routing process. Incoming callers are provided options, or reasons for calling, and routed to the appropriate line based on their selection

TECHNOLOGY

- Efficiencies realized with electronic data processing (EDP) applications without having to print and rescan with manual signature and date.
- Extensively large document files for appeals frequently crash the Odyssey CMS with employee losing hours, and at least once, a week's worth of work.
- Considering IBM Watson technology (like Sewage Division has done) for AI-enhanced capabilities and speech augmentation.
- IT provides support to/internally manages over 120 in-house integrations or systems across divisions and clerks of court functions.
- Inconsistent approach to providing two monitors to staff. Some staff with single monitor must split their screen.

3.9 HENDRY COUNTY SITE VISIT OVERVIEW

MGT met with the Hendry County Clerk of Court and performed functional interviews and observations on Thursday, September 18. Three MGT consultants, worked closely with over a dozen employees in one day to complete the on-site visit. All 14 court-related functions were observed except for maintaining custody of evidence. Hendry is a rural county consisting of two cities approximately 35 miles apart. The Clerk of Court shares main office space with several other county divisions. Clericus is their Case Management System (CMS).



3.9.1 DEMOGRAPHICS

Item	Amount
Clerk	Barbara Butler – 19 years as Clerk of Court
Main Office Location (1)	25 E. Hickpochee Ave, LaBelle, FL 33935
Other Branch Locations (1)	Clewiston
Number of Counties in Circuit	5
Judicial Circuit Number	#20
Peer (Counties) Group	Levy, Okeechobee, Suwannee, Gadsden, Jackson (5/67)
Court-Related Employees (FTEs)	
- Total Performing Court-Related Tasks	17.74
- % of Total Court FTEs in DROPDROP	FTE (3), 12.50%
Population Statistics	
- 2018 Population Estimate	39,586
- Projected number for 2020	40,334
- Persons/Square Mile as of 2018	34.2
- Median Age Represented as of 2017	33.6 years
- % of population > Age 5 speaking language other than English at home	47.20%
Number of Government Employers	53
- Median Household Income	\$37,966
- Clerks of Court Average Pay (2080 hours)	\$39,522

Source: Office of Economic and Demographic Research. edr.state.fl.us/Content/area-profiles/county/index.cfm .

3.9.2 KEY OBSERVATIONS - HENDRY COUNTY

PEOPLE

- Strain is put on staff to meet performance metrics and mandates. This comes from budget constraints, which has led to reduction in staff, and increasing case volumes in certain areas.
- Difficult to compete with pay offered at School Board, but the Clerk of Court's office gives time off or rewards employees with training.
- Difficult to find Spanish certified translators for courtrooms given the rural location. As a result, the office hires translators from an out of county service. Indicated that surrounding county courts are doing the same, but they do not do it collectively.
- One clerk is required to be in every courtroom and typically needs to bring written judge's orders back to desk after court to process, print, and get judge signatures.

PROCESS

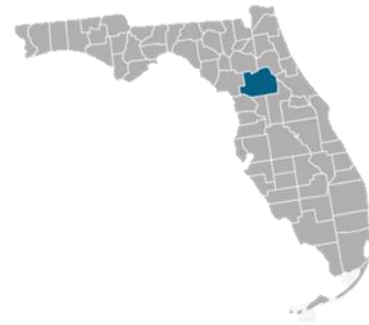
- After entering data and uploading documents into Clericus, many clerks printed or kept a hard copy. They may also manually record the work they completed on paper or into a data log. These serve as backup in case the CMS goes down or if they were called out for an error. Items tagged for shredding are onsite for about four months as back up.
- Outsourced jury selection and notification. Manual juror check in process.
- High turnover of judges. The needs, style and requests of each judge can vary greatly. This impacts the deputy clerk as they must learn new judges' preferences and adjust the fit their requirements.
- The judge's ability to impose own preferences can impact clerk workload. For example, one judge imposes \$150 fine for no show, no excuse jurors, which can take six weeks for cash bonds to be applied, increasing follow up work for clerks.
- E-filing has reduced paperwork/scanning but not all external bodies send or accept documents this way. For example, would prefer if Sheriff's Department sent tickets or citations over online so they could be uploaded directly into the system rather than needing to scan them in.

TECHNOLOGY

- High desire to go paperless. Have old cases and documents stored on paper, microfiche, and disk drives that are not uploaded into the CMS. Office spent significant time to upload all Microfiche files but have a way to go with old paper records.
- Clerk brought up areas to improve public access to information such as getting their website to be ADA-compliant and the addition of onsite public access terminals.
- Internet service (signals) are not good in the county, which makes it difficult to move certain processes online. For example, foreclosure sales are held on the steps of court. They had attempted to move the foreclosure sale process online but unreliable signals within the county inhibited public access.

3.10 MARION COUNTY SITE VISIT OVERVIEW

MGT conducted an onsite visit in Marion on Monday, September 23 and Tuesday, September 24. MGT and four of its consultants met with over a dozen leadership team and staff members for a one-day visit on Monday, September 23. Clerks of Court support a total of 18 judges and magistrates assigned to approximately 18 courtrooms and even more individual rooms chambers. The Clerk of Court is very interested in finding alternative ways to use technology and is eager to find the funding to do so. Marion County uses Clericus as their Case Management System (CMS).



3.10.1 DEMOGRAPHICS

Item	Amount
Clerk	David Ellspermann – 23 years as Clerk of Court
Main Office Location (1)	110 NW 1 st Ave #1, Ocala, FL 34475
Other Branch Locations (3)	Ocala (3)
Number of Counties in Circuit	5
Judicial Circuit Number	#5
Peer (Counties) Group	Alachua, Leon, Lake (3/67)
Court-Related Employees (FTEs)	
- Total Performing Court-Related Tasks	124.84
- % of Total Court FTEs in DROP	FTE (4), 3.05%
Population Statistics	
- 2018 Population Estimate	353,898
- Projected number for 2020	363,726
- Persons/Square Mile as of 2018	222.8
- Median Age Represented as of 2017	49.6 years
- % of population > Age 5 speaking language other than English at home	11.50%
Number of Government Employers	100
- Median Household Income	\$41,964
- CoC Annual Average Pay (2080 hours)	\$34,718

Source: Office of Economic and Demographic Research. edr.state.fl.us/Content/area-profiles/county/index.cfm .

3.10.2 KEY OBSERVATIONS – MARION COUNTY

PEOPLE

- Retention and recruitment are key issues due, in part, to low salaries. It can take a long time to fill an open position and, sometimes, if it is not or cannot be filled promptly, it is eliminated, regardless of the underlying demand that had justified the slot.; Have attempted to leverage high school and college students on part-time basis to establish pipeline, however there has been little success due to low pay and the inability to hire an additional staff member to step in when someone else leaves.
- Employee morale is promoted through “Well Days” for employees to refresh, an annual Chili Cookoff, and an Employee Spotlight program.
- Monitors staff productivity and accuracy through monthly report to address potential performance issues.
- Recognize a need for a dedicated trainer to offload the amount of time existing staff use for

PROCESS

- Deputy clerks were being asked to take on the work of judicial assistants, with civil pre-trial and civil court cases being so time-consuming the deputy clerks now no longer attend them due to budget cuts.
- Significant concerns with redaction: at least 10% have not been redacted yet, fear that some documents have gone through without appropriate redaction applied, and there is still a lack of complete understanding and what is/is not supposed to be redacted.
- Calls go to voicemail beginning at 4:00 pm to allow an hour for staff to catch up without interruptions.
- They have seen increased volume in Vulnerable Audit cases and public record requests which consume more time than other cases.
- Maintains numerous bank accounts and is looking at consolidating and using intercompany

TECHNOLOGY

- Does not have onsite information technology support, so needs to pay high contractor fees for simple fixes. They have used multiple vendors for their technology support, including Civitek, which is also used by other small counties. Centralized information technology support allows the costs for system enhancements to be shared by several counties.
- Recently submitted requests for quotes for a new Case Management System (CMS).
- Vulnerability areas included cybersecurity (per Clerk) and lack of sprinkler systems near files in storage (per clerk interviewed).
- Believes E-Filing Portal needs to be upgraded to accommodate colorblind individuals.

3.1.1 HILLSBOROUGH COUNTY SITE VISIT OVERVIEW

Hillsborough County was visited on a Wednesday, September 25 and Thursday, September 26. On day one, MGT consultants met with the Clerk of Court and leadership, who provided an in-depth overview of the organization as well as a 746-page compilation of policy, procedures, metrics, work flowcharts, and systems information. Over the course of both days, a team of eight MGT consultants interviewed and observed more than 25 staff to review the 14 court-related functions. Hillsborough uses the Odyssey Case Management System (CMS).



3.1.1.1 DEMOGRAPHICS

Item	Amount
Clerk	Pat Frank – 15 years as Clerk of Court
Main Office Location (1)	601 E Kennedy Blvd Floor 13, Tampa, FL 33602
Other Branch Locations (5)	Tampa (2), Plant City, Brandon, Ruskin
Number of Counties in Circuit	1
Judicial Circuit Number	#13
Peer (Counties) Group	Duval, Pinellas, Orange (3/67)
Court-Related Employees (FTEs)	
- Total Performing Court-Related Tasks	445.80
- % of Total Court FTEs in DROPDROP	FTE (26), 5.59%
Population Statistics	
- 2018 Population Estimate	1,408,864
- Projected number for 2020*	1,466,803
- Persons/Square Mile as of 2018	1,378.7
- Median Age Represented as of 2017	36.3 years
- % of population > Age 5 speaking language other than English at home	28.50%
Number of Government Employers	265
- Median Household Income	\$53,742
- Clerks of Court Average Pay (2080 hours)	\$42,578

Source: Office of Economic and Demographic Research. edr.state.fl.us/Content/area-profiles/county/index.cfm.

3.11.2 KEY OBSERVATIONS – HILLSBOROUGH COUNTY

PEOPLE

- Experienced leadership and management, with retirement in the near future for some leaders.
- Seeks to mirror the county's general population demographics in its staffing.
- Concerted partnership approach to working with external judiciary and county stakeholders.
- Hiring challenges in IT and financial areas. A classification and compensation study was completed in September 2019 which will help with recruitment and retention issues by making them more competitive with other organizations in their market.
- Training catalog has more than 180 courses, workshops, and webinars, including a boot camp on court operations for new employees.
- Have a Certified Public Manager Training program through University of South Florida (provides training and development geared towards government administrators). Have doubled the number of applicants to 51 in second round.

PROCESS

- Conducted functional consolidation and centralized Social Services, Customer Service, and Civil Court Processing. The process resulted in vacating two downtown buildings. The consolidation opened up space for the County to use the vacated buildings, enhancing partnership with County.
- Charts workflows and processes to assist decision making and development of new technical solutions.
- Weekly meetings (Policy, Chiefs, Governance, and Customer Experience) are held to review and analyze work volume data, performance metrics, evaluate operational and IT initiatives, and review and approve procedural changes.
- Court files were taken out of workspace and moved to an offsite warehouse. Allowed them to use that space for centralized services.

TECHNOLOGY

- Developed enhancements to the CMS internally.
- Active participant in statewide technology discussions and Odyssey CMS users' group.
- Uses an Automated Voice System, which frees clerk's time from answering and routing calls.
- Clerk has tracked more than 160 technology improvements since 2006 that contribute to employees' efficiency or effectiveness. Most of these improvements entail the use of electronic records or automation. Improvements from this year include electronic submissions of traffic school certificates; call center Natural Language Understanding implementation to provide automated self-service; and use of Automated Clearing House (ACH) payments/deposit processing.
- There are more than 25 systems used in court-related functions. More than half were developed internally or have some functionality developed internally. For example, e-Citations is an internally developed system that supports law enforcement agencies in the electronic submission of traffic citation data and images directly into the Clerk of Court's CMS.

3.12 BREVARD COUNTY SITE VISIT OVERVIEW

MGT conducted an onsite visit in Brevard on Monday, September 30 and Tuesday, October 1. Six MGT consultants covering their two largest offices, meeting with more than a dozen site leaders and staff members. Functional interviews and observations started on the afternoon of the first day and concluded on Tuesday, covering all court-related functions except for issuing process service documents. Brevard uses the Benchmark Case Management System (CMS).



3.12.1 DEMOGRAPHICS

Item	Amount
Clerk	Scott Ellis – 16 years as Clerk of Court (2001-10, 2012-present)
Main Office Location (1)	400 South Street, Titusville, FL 32780
Other Branch Locations (2)	Viera, Melbourne, Merritt/Palm Bay
Number of Counties in Circuit	2
Judicial Circuit Number	#18
Peer (Counties) Group	Pasco, Volusia, Polk, Lee (4/67)
Court-Related Employees (FTEs)	
- Total Performing Court-Related Tasks	214.86
- % of Total Court FTEs in DROP	FTE (15), 6.41%
Population Statistics	
- 2018 Population Estimate	583,563
- Projected number for 2020	598,486
- Persons/Square Mile as of 2018	574.8
- Median Age Represented as of 2017	47.2 years
- % of population > Age 5 speaking language other than English at home	10.40%
Number of Government Employers	171
- Median Household Income	\$51,536
- Clerks of Court Average Pay (2080 hours)	\$35,756

Source: Office of Economic and Demographic Research. edr.state.fl.us/Content/area-profiles/county/index.cfm.

3.12.2 KEY OBSERVATIONS – BREVARD COUNTY

PEOPLE

- Flat organization structure with larger spans of control that allow easier access when working between departments.
- Recently renovated areas allow for better use of space.
- Staff appraisals have seven rating levels making it difficult to truly differentiate performance; standard is usually four to five.
- Appears to have stronger retention among non-degreed applicants and employees.
- Conducts town halls that allow employees to feel heard and provides additional time off. This helps to better retain and engage employees.
- Offers flexible work arrangements with some part-time employees working from home.

PROCESS

- Outsourced jury selection and notification to Courthouse Technologies; bar code system for entry.
- Manually writing down every bid at weekly live foreclosure auctions is very time consuming.
- Sometimes at least 3 clerks are needed in courtrooms causing the areas these clerks usually work in to slow down.
- Started a Call Center department but it was eliminated due to budget cuts. Customers now call specific departments listed in the phone directory on the website or respond to phone system prompts if the main number is called in order to be transferred to a specific department.
- Website recently updated to include Self-Help application. Content was added to answer the most frequently asked questions they had previously answered through the Call Center

TECHNOLOGY

- Has high quantity and quality Information Technology staff that support the county, which has provided the capability to build interfaces between systems.
- Software issues, such as delays in case processing and data mismatches, were noted within FACTS and Brevard Electronic Court Application, the software used for collecting fines and fees.
- Need to upgrade the financial program currently being used (SAP) to avoid duplicate data entry and electronic reconciliation.
- Significant measures put in place for data security and recovery.

3.13 HIGHLANDS COUNTY SITE VISIT OVERVIEW

MGT conducted an onsite visit in Highlands on Wednesday, September 25 and Thursday, September 26. Four MGT consultants including the Project Executive and VP, Human Capital, interviewed the Clerk of Court, members of the management team, and observed 14 court-related functions with more than 10 staff members. Clericus is their current Case Management System (CMS).



3.13.1 DEMOGRAPHICS

Item	Amount
Clerk	Bob Germaine – 11 years as Clerk of Court
Main Office Location (1)	430 S Commerce Ave, Sebring, FL 33870
Other Branch Locations (0)	None
Number of Counties in Circuit	3
Judicial Circuit Number	#10
Peer (Counties) Group	Putnam, Columbia, Walton, Nassau (4/67)
Court-Related Employees (FTEs)	
- Total Performing Court-Related Tasks	31.76
- % of Total Court FTEs in DROP	FTE (5), 9.43%
Population Statistics	
- 2018 Population Estimate	102,525
- Projected number for 2020*	104,077
- Persons/Square Mile as of 2018	100.8
- Median Age Represented as of 2017	53.7 years
- % of population > Age 5 speaking language other than English at home	18.80%
Number of Government Employers	60
- Median Household Income	\$36,374
- Clerks of Court Average Pay (2080 hours)	\$48,044

Source: Office of Economic and Demographic Research. edr.state.fl.us/Content/area-profiles/county/index.cfm.

3.13.2 KEY OBSERVATIONS – HIGHLANDS COUNTY

PEOPLE

- Very structured recruitment process, including group interviews and formal “Decision Day”.
- Retention does not seem to be an issue, as other county offices do not offer higher pay.
- Implemented “PACE” program, a retention and reward program for new hires who are given one-time, \$1K bonus each year for up to 5 years based on performance and skills mastery.
- Clerk pursues alternative way to compensate employees (e.g., award personal leave days).
- Utilizes over 100 volunteer attorneys, judges, clerk staff and high school student to run Teen Court to prevent juvenile records going into Clericus.

PROCESS

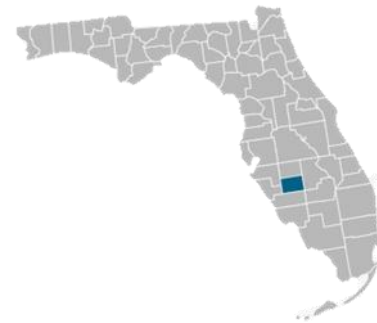
- Guardianship report audits are performed by separate Internal Audit Department.
- Uses three collection agencies to pursue delinquent fines and fees accounts.
- Fully staffed Law Library to support community and increasing pro se cases; funded in portion by County.
- “Seed” numbers to enter into jury system are hand-picked from a box of numbers (1-178) as part of random selection process. Bar code scanner is available for faster juror processing, but is not being used, requiring daily input of juror attendance.
- Department of Highway Safety and Motor Vehicles does not seem to update records when jurors over the age of 70 have asked to be taken out of the pool from which clerks draw jurors.

TECHNOLOGY

- In addition to handling the Information Technology for the Clerk of Court office, the office also handles the Information Technology for all constitutional officers (e.g. Supervisor of Elections), which leads to an increase in workload.
- There is only one dedicated full -time employee for court-related Information Technology functions, other Information Technology staff are allocated as needed.
- Information Technology funding is provided by multiple organizations, including the County.
- All staff members use two computer monitors for easier navigation and faster processing.
- Manually signing, dating, and time stamping is current practice. Doing this electronically would allow for increased efficiency.
- Uses Skype for certain hearings with criminal cases versus transporting defendants

3.14 DESOTO COUNTY SITE VISIT OVERVIEW

Two MGT consultants conducted the onsite visit for DeSoto on Thursday, October 10. MGT met with the leadership team and approximately 11 employees to perform functional interviews and observations for all 14 court-related functions. DeSoto County has been utilizing Clericus since 2012 as their Case Management System (CMS) and will soon be purchasing TurboCourt.



3.14.1 DEMOGRAPHICS

Item	Amount
Clerk	Nadia Daughtrey – 3 years as Clerk of Court
Main Office Location (1)	115 E Oak Street, Arcadia, FL 34266
Other Branch Locations (0)	None
Number of Counties in Circuit	3
Judicial Circuit Number	#12
Peer (Counties) Group	Bradford, Hardee, Wakulla, Baker, Washington, Taylor (6/67)
Court-Related Employees (FTEs)	
- Total Performing Court-Related Tasks	11.45
- % of Total Court FTEs in DROPDROP	FTE (0), 0.00%
Population Statistics	
- 2018 Population Estimate	35,520
- Projected number for 2020	35,964
- Persons/Square Mile as of 2018	55.8
- Median Age Represented as of 2017	39.2 years
- % of population > Age 5 speaking language other than English at home	29.40%
Number of Government Employers	38
- Median Household Income	\$35,435
- Clerks of Court Average Pay (2080 Hours)	\$41,591

Source: Office of Economic and Demographic Research. edr.state.fl.us/Content/area-profiles/county/index.cfm

3.14.2. KEY OBSERVATIONS - DESOTO COUNTY

PEOPLE

- Given small size of staff, clerks are cross-trained and asked to perform tasks in multiple functional areas. The Clerk of Court also assists with certain operations such as working the counters and maintaining court registry.
- Emphasis placed on increasing employee engagement and morale by the Clerk and managers (e.g., awarding personal leave days to raffle winners during team building activities)
- High need for bilingual staff to work with Spanish-speaking customers.
- Per clerks, retention is an area of concern given lack of competitive pay rates.
- Facility space is constrained and requires that prospective jurors be placed in multiple spaces, including hallways.
- Training further relies on employee's individual notes while shadowing a more experienced staff member.

PROCESS

- Clerks review all files from the E-Filing-Portal prior to accepting the file into Clericus. This is done to prevent incorrect information or records from being accepted to the CMS (some files may also need to be redacted once accepted). The Clerk of Court expressed concern that E-Filing Portal files were not being fully reviewed and desires to have more controls built into the E-Filing Portal or CMS to ensure this does not happen.
- Responding to customer phone calls and walk-ins require clerks to stop and start tasks.
- State and/or private attorneys frequently add last minute cases to docket minutes before court, producing time-sensitive increases in workload for clerks and increases the risk of incomplete or inaccurate documents.
- Current plans include a new pro se litigant room.

TECHNOLOGY

- Clerks utilize Smart Bench to send files to judges. SmartBench integrates existing case and document management systems so that judges only have to work with one tool; allows them to view their daily docket, sort or re-order hearings, and perform quick, full-text searches to locate desired documents.
- Recently updated their website to improve user experience and enhance accessibility for the public. Updates have made it easier to navigate and allows jurors to check schedules, providing another way to notify jurors of updates in addition to the phone system.
- Desire for new jury management software solution to improve efficiency.
- Moved foreclosure sales from being conducted in the hallways to online, preventing backlog of walk-in counter customers and reduce clerks' time.

3.15 PALM BEACH COUNTY SITE VISIT OVERVIEW

MGT's visit to Palm Beach County lasted three days, from Thursday, October 17 to Saturday, October 19. During the first two days five MGT consultants met with over 20 leaders and staff members across five offices to discuss and observe prescribed court related functions. On the third day, one member of the team stayed behind to observe Operation Greenlight², a statewide initiative that originated in Palm Beach but that many Florida Clerks of Court take part in. Palm Beach use Showcase as their Case Management System (CMS) which interfaces with systems from other agencies that the county uses.



3.15.1 DEMOGRAPHICS

Item	Amount
Clerk	Sharon Bock – 15 years as Clerk of Court
Main Office Location (1)	205 N Dixie Hwy, West Palm Beach, FL 33401
Other Branch Locations (4)	Royal Palm Beach, Palm Beach Gardens, Delray Beach, Belle Glade
Number of Counties in Circuit	1
Judicial Circuit Number	#15
Peer (Counties) Group	Broward, Dade (2/67)
Court-Related Employees (FTEs)	
- Total Performing Court-Related Tasks	463.33
- % of Total Court FTEs in DROP	FTE (35), 6.49%
Population Statistics	
- 2018 Population Estimate	1,433,417
- Projected number for 2020	1,473,738
- Persons/Square Mile as of 2018	729.2
- Median Age Represented as of 2017	44.4 years
- % of population > Age 5 speaking language other than English at home	31.10%
Number of Government Employers	269
- Median Household Income	\$57,256
- Clerks of Court Average Pay (2080 hours)	\$42,925

Source: Office of Economic and Demographic Research. edr.state.fl.us/Content/area-profiles/county/index.cfm

² The goal of Operation Green Light is to help the community by allowing individuals who are delinquent in fines and fees to make those payments and also have their driver's licenses reinstated.

3.15.2 KEY OBSERVATIONS – PALM BEACH COUNTY

PEOPLE

- Pre-hire occupational and personality assessments are administered to all applicants.
- Certain deputy clerk tasks are being automated through technology. With technology taking on more routine and manual tasks, the profile/skillset of the deputy clerk will change significantly and result in need for closer to market pay.
- High level of support and commitment placed on customer service, functional/technical skills, and providing supervisory and leadership training through multiple platforms, which not only improves skills but brings new hires to full productivity in weeks versus months.

PROCESS

- Conduct several self-audits per year to be best prepared for external audits.
- Workflows continuously re-evaluated, enhanced and tested through use of Business Analysts
- Dedicated training team takes training workload away from deputy clerks. Training addresses conceptual and practical understanding of the process. Assessments are conducted before an individual's official placement into their job to ensure they can adequately perform the task. This also increases their likelihood of meeting performance metrics.
- Centralized repository of all procedures, training manuals, reference guides, and videos easily accessible; functional owners outside of Training/Ops Department are responsible for updating with automatic notification to all employees when content is refreshed.
- A sophisticated call center manned by deputy clerks who have basic knowledge of all functions answer, log, categorize, and answer majority of questions while routing "Help" tickets to subject matter experts through SharePoint to get guidance on more complex situations so the call center deputy clerk can call the individual back.

TECHNOLOGY

- Leverage 5 robots (through a partnership with Computing Systems Innovations) to handle high volume, low risk processing of documents received through E-Filing Portal; robots automatically review and upload them to Smart Bench with 99.9% accuracy. About 27-28% of documents received electronically are processed by robots via AI. Currently these robots are operating at 20% capacity with a goal of 60% by 2020, which is equivalent to saving 15 FTEs. Capacity increases will be gained as the ability to process further document types is programed into the robots.
- Very efficient jury process using Jury Mark, and a check-in process with jurors scanning own summons at one of at least 10 terminals with bar code readers.
- All deputy clerks use multiple monitors and have access to a one-stop E-Filing Portal containing all procedures, statutes, training guides and/or videos. Getting ready to launch Learning Management System (LMS) module in PeopleSoft for more soft-skills training. System focuses on personal skill development for current and future jobs.

CHAPTER 4. RECOMMENDATIONS

4.1 OVERALL REPORT RECOMMENDATIONS

4.1.1 INTERRUPTIONS WHILE PERFORMING DAILY FUNCTIONS

Summary of Observations:

On numerous occasions in our site visits, particularly in smaller to medium-sized counties where Clerks of Court carry multiple responsibilities and frequently cover for employees who are in court or out of the office, MGT noted that deputy clerks were often interrupted from performing tasks to answer phones and attend to walk-in customers. In fact, during our 15 site visits, our observers noted at least 20 instances of these disruptions. In addition, our survey of the remaining counties MGT did not visit revealed that being responsive to customers either in-person or on the phone while completing another task was the most frequent challenge cited by 34 respondents. Clerks of Court consistently prioritize customer service, so the deputy clerks often prioritize a customer waiting in line or on the phone. In an environment where mistakes may be deemed unacceptable due to the potential consequences to a case, this can create a risk for the deputy clerks making a mistake when returning to unfinished work.

Deputy clerks can make mistakes as a result of the interruptions or simply be slowed down in their regular processes as they stop to answer phones or leave their desk to help a customer at the service window. In small- to medium-sized counties MGT observed deputy clerks answer a myriad of phone calls daily with questions ranging from court dates and information, tracking payments, and public records requests. In larger counties with more staff, there may be dedicated staff to handle customers which helped reduce the interruptions to the other deputy clerks.

Recommendations:

- **Address telephone interruptions by implementing an automated call center or devoting one employee daily to answer phone calls:**
 - Hillsborough County has countered the expense of interruptions by deploying “Amy,” an automated call system with voice recognition and a menu of eight options, along with other online self-service options.
 - Smaller counties that lack resources to invest in call centers should consider a rotation where one deputy clerk is devoted to answering the phones for a day or portion of the day.
 - Seek partnering opportunities with county on sharing resources such as call centers.

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- **Direct customers and partners to online information:**
 - Ensure that web site addresses are included in every recording, voicemail, and correspondence.
 - Take every opportunity to educate customers and local partnering agencies on accessing online information.
 - **Explore online chat bot development to aid in frequently asked questions:**
 - Although chat bots do not replace human interactions, they may be helpful in answering common questions that can distract the deputy clerks from important work. Chat bots are software programs designed to aid in customer service through simulated conversations. Simple forms of chatbots scan for keywords within the inputted question and pull a reply with the most matching keywords or similar wording patterns from a database.
 - Clerks of Court should examine the use of text-based chatbots as another form of online communication via their websites. Chatbots, unlike humans are accessible 24 hours per day. Our research finds that increasingly, public agencies are deploying chatbots online. Early examples can be found in Kansas City, Chattanooga, North Charleston, Los Angeles and Mississippi deploying chat bots developed by private vendors.³ The New Jersey Courts website launched their chatbot, the Judiciary Information Assistant (or JIA) this year.⁴
 - **Explore other processes to serve walk-in customers:**
 - For customers who need assistance in person, or for members of the public who do not have easy access to technology to look for answers to their questions, solutions that help both parties could include sharing waiting times at service locations, offering the ability to make an appointment, and kiosks or terminals to help visitors determine what they need before being directed to the appropriate deputy clerk.

4.1.2 GETTING CLERK STAFF TO FULL PRODUCTIVITY

Summary of Observations:

One of the greatest expenses in the Clerks of Court budgets is salary and benefits. The quicker each site can bring a staff member to full productivity, the greater and more immediate return on the investment. Further, full productivity among all employees is critical to meeting

³ Quaintance, Zack; "Rise of the Government Chatbot," Government Technology, August 4, 2017. Found on the Internet at <https://www.govtech.com/civic/Rise-of-the-Government-Chatbot.html> November 1, 2019.

⁴ <https://njcourts.gov/notices/2019/n190909a.pdf>

the performance standards and the overall success and morale of the site and organization as a whole. Productivity is achieved when an individual has: clear expectations, a sense of purpose, an environment conducive to ongoing learning, quality and timely feedback, formal and informal training, reference tools and the ability to be rewarded, recognition and coaching by supportive peers, supervisors and leaders.

One of the biggest factors contributing to the speed and ability of employees to reach full productivity is the onboarding and training process. Forty-three percent of counties that responded to the online survey noted that training was one of their greatest challenges. In the counties observed, it was indicated that it can take an average of six months to get an employee to full productivity with specific, or more specialized functions taking even longer. Further, during onsite visits and interviews, it was revealed that the majority of new hires, recently promoted individuals or individuals transferred to perform a new function, are receiving informal training, typically by observing an experienced peer perform the given task. It was also common for deputy clerks to have handwritten notes at their desks for reference as documented standard operating procedures were often either non-existent or outdated.

Recommendations:

- **Alter the hiring process:** With the rapid pace of change in technology and mandates, and the ongoing need for processing lots of court documents in a timely and accurate manner, it will be important to focus on hiring the employee of the future.
 - Managers should look for individuals who possess or have the potential to bring skills and knowledge in areas that are currently gaps. Further, recruiting and assessment techniques may need to be adjusted to ensure the potential hire fits the organization and its vision for the future, which may require high levels of learning agility (especially with new technologies) and resilience, critical thinking skills, and the ability to handle change, solve more complex problems, and teach others. It is much easier (and less costly) to hire individuals who already have these attributes than to train them after they are hired.
 - Several counties, both during onsite visits and in the survey, mentioned retention as a main concern. Making alterations to hiring processes may assist in their search for qualified and dedicated employees. For example, in one of the sites MGT visited, the applicant spent a day with the deputy clerk to ensure they knew what the job really entailed and what the site's environments were like. Or, Clerks of the Court may consider setting or providing a set of expectations i.e. learning and performance objectives, to be mutually agreed upon and achieved in the first 90 days.

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- **Create standardized documents and processes:** Create, update, or enhance the content of materials including an overview of the Clerk of Court’s office, a list of all functions performed by Clerks of Court and how they interact and collaborate.
 - A summary of the concepts, terms and performance standards for measuring success for each function during both the learning and performing phases should be included and organized in a variety of forms such as reference tools, sample documents, procedure manuals and quick references. For example, Palm Beach County uses an internal electronic glossary of terms that is frequently updated. Glossaries are particularly helpful with understanding acronyms and everyone having the same understanding of important terms. Clerks of Court should ensure that quick reference tools are accessible to staff in one centralized location. Many of the procedures MGT observed that involve processing cases in the CMS are repetitive in nature. Preparing reference guides and other tools would enable new employees to become more autonomous more quickly, allowing more experienced, productive employees to carry out day-to-day duties.
 - Assess learners using a standardized checklist and a set of questions or actions to demonstrate competency with concepts and case processing. Palm Beach County uses a standard assessment list to record progress and to gauge learner readiness and where remediation may be necessary. Recognize and/or reward the learner and the teacher in a way consistent with the site’s culture. During site visits, MGT observed that deputy clerks displayed various forms of recognition they received for achievements, such as certificates of completion, a low-cost way to provide recognition. are often the most sought after and lowest cost ways to provide recognition.
 - **Improve training methodology:** The format, timing, and frequency of the training will vary by teacher availability, learner availability and learning style as well as the environment in which they can work together.
 - During onboarding, it is important to consider how quickly the learner can absorb and retain the new information. Where training was only done through shadowing, or observation of a peer as they performed their tasks, the learning environment for the student was typically filled with interruptions, distractions and the desire of the teacher to quickly return to his or her regular role. Further, the format of training did not necessarily consider the style of the learner nor provide reference guides. In Palm Beach County, an entire curriculum has been built for all conceptual, functional and some interpersonal skills content delivered through a variety of online, classroom and one-to-one training platforms. The sequence and pace of each module is determined by the manager and then adjusted based on learner needs.

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- Current training methods appear to place more emphasis on the technical versus conceptual and social aspects of the job. Regardless of training methods, deputy clerks in all counties were skilled in completing their job functions. However, in counties where staff received more formalized training, (e.g. allocated training periods, designated supervisor trainers, comprehension testing) deputy clerks appeared to possess greater enthusiasm and knowledge regarding the conceptual aspects of their duties and inner workings of the entire office and court system. Hillsborough County's Training Action Plan Program was designed to provide a structured, standardized method of professional development and training at the workforce level. All employees receive a two-day "Boot Camp" training, and deputy clerks who serve in the courtroom receive an additional three days. For a traffic cashier, the training program is a three-week process just to understand the various types of traffic citations that they may encounter. Trainees participate in assessments of the training and a leadership committee reviews the effectiveness of training.
 - Develop a timeline of learning activities that is held on a consistent basis (without large gaps between sessions and not one long period at one time) and considers the learner's absorption rate. The teacher should take time to solicit feedback and questions from the learner on areas where full understanding has not been achieved or where remediation may be necessary.
 - Learner should be introduced and encouraged to access other learning peers. The sequence of training should consider getting the big picture first of the importance and basics of role and drill deeper to system usage and navigation.
 - Full mastery and confidence of the subject matter/function can be demonstrated by the teacher observing the learner teach the function to someone else.
 - Vendor contract negotiations for systems such as the CMS should also consider the availability, access to, and utilization of vendor trainers, videos and/or other free or deeply discounted training material or a list of local experts or user groups who typically have web sites or seminars to educate.
- **Provide easy access to resources:** Once relevant content (written, visual, video, audio) has been developed, or obtained from vendor or even a peer county, it is important to develop a methodology to easily access information (indexed by category), so employees have quick access to it at all times. It is also important that content always remain current; printed materials for use at desks or individually handwritten notes can become outdated very quickly. One way to achieve this is by assigning a subject matter expert with authority to become content owner(s) whose responsibility is ensuring timely approvals of new or updated content and notifications made to all relevant staff when content is updated.

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- **Establish a culture of continuous learning:** Begin or continue to instill the importance and expectation of ongoing learning daily. Teaching does not always result in learning and learning occurs in a variety of ways, on and off the job. Have supervisors and managers be role models highlighting how they learn each day from their subordinates, peers, customers, managers and industry resources or conferences. Sometimes new hires, the learners, can offer the best insight or suggestions for improvements since they do not have preconceived notions or knowledge.

4.1.3 USE OF TECHNOLOGY TO PERFORM ROUTINE TASKS

Summary of Observations:

During our 15 on-site observations, MGT noted the use of technology varies considerably across the Clerks of Courts. The online survey found that while 94% of Clerks of Court reported that improvements have been made to their technology recently, 54% of those respondents noted that further technology-oriented improvements are still desired. Some Clerks of Courts have been able to take advantage of the technological advancement to automate processes which can lead to substantial cost savings. For example, the Clerk of Court for Palm Beach County was able to work with a vendor to incorporate artificial intelligence (AI) to its case processing function. The AI is composed of five robots that process high-volume, low-risk documents. These robots are currently operating at 20% capacity which is equivalent to saving five FTEs.

Our onsite observations also disclosed that resources allocated to technology fluctuate substantially among the different Clerks of Court. Per s. 14, Art. V of the State Constitution, it is the counties' responsibility to fund specific costs of communication systems⁵ (among others) for the circuit and county courts, public defenders' offices, state attorneys' offices, guardian ad litem offices, and the offices of the Clerks of Courts performing court-related functions. Counties do have to meet some minimum requirements. However, beyond minimum requirements, any further allocation of resources depends on the available funding and/or priorities of the individual counties and offices.

This disparity in funding between the counties is a primary reason why the technological advances vary so greatly from location to location. Some Clerks of Court do not have internal Information Technology staff and receive Information Technology support from outside organizations such as the Florida Clerks of Court and Comptrollers, while other counties have a significant Information Technology staff which enables them to pursue customizations that can lead to increases in efficiency and effectiveness. The Clerk of Court's Information Technology department in Hillsborough County has been able to leverage its Information Technology resources to create interfaces between systems, allowing the staff to perform certain functions

⁵ Communications services systems includes telephone system infrastructure as well as all computer networks, systems and equipment.
http://www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=0000-0099/0029/Sections/0029.008.html

more efficiently. For example, there are 28 systems used in court-related functions and more than half of these systems were developed internally or had some functionality developed internally.

Clerks of Court have the discretion to independently choose the brand and version of the CMS they utilize to carry out many of their case processing functions. Nine different CMS systems are used statewide (including two in-house versions developed by counties), and even among counties that use the same CMS type, MGT found that different versions and enhancements are deployed. Some Clerks of Court develop their own applications to increase functionality and interface, while others select options provided by private vendors. On one site visit, a large county indicated they were using the 2015 version of their CMS, and that they only deployed updates if they were mandated. To the deputy clerk's knowledge, they have been unable to add optional enhancements since 2015 due to limited resources.

MGT interviewed an Associate Administrative Circuit Judge in the Ninth Judicial Circuit Court and Chair of the Florida Courts Technology Commission and a Chief Judge for who serves on the Executive Council of the Florida Clerks of Court Operations Corporation. The Judges provided their personal perspectives and were not speaking on behalf of the Commission or Council on which they respectively serve. Both were quick to share that, from their view, having multiple CMSs across the state is problematic.

Judges identified the following issues with having multiple CMS systems:

- Lack of efficiency - multiple CMS user groups gather to work through their common system issues independently rather than collectively as a state
- Training challenges – judges and other stakeholders must learn to interface with multiple systems within a circuit. There is not one go-to resource for training at conferences. Multiple sessions would need to be scheduled to cover the variety of systems
- Data issues – Data is not always accurately or completely transferred between the CMS system and judicial system. Having different CMS systems within a circuit multiplies the risk for this happening
- Reduced economies of scale and bargaining power that could be realized if there were one statewide system

Recommendations:

- **Evaluate the effectiveness and feasibility of utilizing one CMS statewide:**
 - Clerks of Court should examine the effectiveness and potential path forward for selecting one standard statewide Case Management System. To our knowledge standardizing a statewide CMS system has never been formally studied by an

independent party. A cost-benefit analysis should be conducted, recognizing the associated challenges and significant investment some Clerks of Court have made to enhance their system or transition to new systems.

- According to data from the National Center for State Courts, 29 states have a statewide Case Management System for trial courts, provided either in-house or through a third-party vendor. Further, 22 have a statewide Jury Management System.⁶ Considering over half of all state have taken this approach, evidence may suggest there is an advantage of standardization. Additional research into these cases may provide valuable insight into the potential cost, complexity and benefit of implementing statewide management systems.
- **Pursue the automation of routine tasks:**
 - MGT recommends that the Clerks of Courts across Florida explore the possibility of automating routine tasks that can be automated and have the potential for cost savings over the long-term.
 - Automation is noted in the online survey as an improvement that has been made by multiple counties. This has helped them to do work more efficiently with less staff.
- **Customize or create interface between systems:**
 - Consideration should be given to pursuing customization, or creation, of software systems that can help the staff perform a task(s) more efficiently and/or effectively and provide cost savings over the long-term. The creation of an interface between systems, for example CMS and financial management systems, can result in a reduction in personnel cost by eliminating the time associated with reconciling the data or having to enter the same data into multiple systems. For example, in Hillsborough County, MGT learned that the Judicial Automated Workflow System (JAWS), a bench viewer used by the 13th Judicial Circuit, interfaces with the Clerk of Courts Odyssey CMS using data views that were internally built by the Clerk of Court and provided to the Circuit for deployment. Deputy clerks upload proposed orders for review and signature by the judiciary and once signed, they are electronically transmitted back to the Clerk of Court via workflow queues, or they are automatically added to respective case.
- **Fully leverage current existing technology:**
 - Deputy clerks and Information Technology personnel should be trained in the full existing functionality of the systems their office uses. Common knowledge of expectations and use of office systems can assist with consistency and efficiency throughout divisions or procedures. Informed and experienced Information

⁶ National Center for State Courts, Court Statistics Project. *State Court Organization: Technology*. Available from <http://data.ncsc.org/QvAJAXZfc/pendoc.htm?document=Public%20App/SCO.qvw&host=QVS@qlikviewisa&anonymous=true>.

Technology personnel will help ensure all system capabilities beneficial to court processes are applied and operational. Familiarity and skill within the systems may also provide opportunities for Information Technology to build custom integrations within current infrastructure i.e. auto-redaction, cross-system interactions.

- **Implement auto-stamp and digital signatures in the CMS:**
 - As a separate recommendation, but one that has tie ins to the previous bullet, Clerks of Court should consider implementing the use of electronic signatures to save time and reduce expenses. Across functions and offices, countless documents are printed solely to be stamped and/or signed then rescanned back into the system. This practice produces excess paper copies, increases production costs and adds to overall processing time. During on-site visits to Clerk of Court locations, MGT learned of Hillsborough County's efforts to build enhancements in this area (Odyssey CMS). This functionality was also observed being used in some compacity in Miami-Dade (Odyssey),. In addition, Palm Beach (Showcase), Hendry (Clericus) and Jefferson (Clericus). In other counties with the same CMS system, the electronic signing and stamping configuration functionality may be available but not in use or turned on. Particularly for offices where the capability exists but is not used, the cost to implement this recommendation would be low but with the potential for considerable impact.
- **Strengthen technological infrastructure and equipment to support present and future software, hardware, and computing needs:**
 - It is essential for the Clerks of Court offices to maintain a healthy infrastructure to support deputy clerks as they execute their duties under each Clerks of Court function. Outdated, poor quality, or insufficient technological hardware directly affects deputy clerks' ability to perform at target and peak performance, such as resulting in processing delays, duplicative or additional steps in processing, illegible scanned data, and exposure to security risks. Also, the consolidation of hardware (e.g. multiple monitors, individual office equipment such as scanners, copiers, label printers, etc.) for all-in-one office equipment, or eliminating the need for multiple office equipment, can open valuable space in deputy clerks' workspaces and be more cost-efficient in the long-term.
- **Offer support to other court stakeholders and continue to expand E-Filing by pro se litigants, judges, law enforcement and other parties:**
 - The Florida Courts E-Filing Portal Authority estimates that \$29 million in postage savings resulting from e-filings have been realized between 2014 to 2017.

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- Increase non-attorney e-filings. Clerks of Court could look for opportunities to partner with other court stakeholders and conduct targeted marketing efforts to encourage e-filing.
 - Explore whether a marketing program could be sponsored by the Florida Courts E-Filing Authority, which governs the Florida Courts E-Filing Portal, for enhanced educational materials and outreach efforts to targeted groups including pro se litigants, judges, law enforcement agencies and other non-attorney filers. While a substantial increase in accounts for non-attorney filers was realized in 2017, account growth slowed in 2018. Actual filing submissions by pro se litigants have also increased significantly over the timeframe, but submissions decreased for law enforcement and other groups in 2018. Further investigation could point to potential issues some non-attorneys may have with e-filing.

4.1.4 USE AND STORAGE OF PAPER FILES

Summary of Observations:

Managing documents is a key responsibility for Clerks of the Court and a critical component of court cases. Judges, litigants, attorneys, court administrators, and other external agencies rely on documents before, during and after court, ensuring compliance with federal, state, and county mandates. Court documents contain critical, dated and usually sensitive or confidential information. Court documents become part of public records and must be redacted prior to being published. Managing documentation (receipt, transfer, scanning, uploading, signing/notarization, and storage) requires a high attention to detail, sensitivity to personal or confidential information as well as the knowledge and compliance of relevant mandates and how technology can best support the process.

While most sites have begun or already have made significant progress in reducing the amount of printing, copying, filing and storing of paper due to the introduction of E-Filing Portal, there is still an opportunity for efficiencies. In the counties visited, there was often a noticeable abundance of documents or copies sitting in office areas, on or in filing cabinets or at individuals' desks. In some cases, staff printed and kept these documents to recheck their work later. In other cases, printed copies were retained for easy access in case the system did not scan or upload the document correctly. Sometimes the deputy clerk stated they retained hard copies in the event they were questioned for accuracy or timeliness. Reasoning behind this was often that it has always been done that way and/or their superior asked it to be done.

At the same time, going completely paperless is not solely up to the Clerk of Courts. In many cases, the requestors of printed documents are key external stakeholders. For example, pro se litigants and State Attorneys are not required to e-file documents. Judicial preference may also play a role. During interviews it was pointed out some judges may prefer judicial orders are filed in paper, or that paper copies of juror questionnaires or case files be provided.

In one case, the county had software for individuals to file for an injunction at a terminal, but the judge removed that option and they went back to paper.

Recommendations:

- **Develop a “paperless mentality:”**
 - Encourage, recognize and reward employees who implement ways to avoid printing, making duplicate copies and maintaining personal copies in paper files or their hard drives.
 - In the event a document does need to be printed, have employees ask themselves “do I really need a hard copy of this?” and “is there a specific reason I am saving this paper?” Some staff even kept hand-written logs of cases they processed or paper calendars to write down docket information already in the CMS.
- **Educate and drive accountability:**
 - When process changes involving the use of paper are made by leadership, these changes should be clearly conveyed to the deputy clerks. Additionally, a strategy around implementing these expectations should be formed to ensure the process change is successful.
 - The Clerks of the Court can also promote or educate external partners on the benefits of paperless processes available. For example: Alachua County, Walton County, and Gilchrist County noted in their online survey response that they have been able to make court operations completely paperless. Not only did moving to a paperless system allow them to be more proficient while still maintaining and meeting performance measures, but it also meant they no longer had to deliver files to the judges. For the courts and other agencies, it helped them to have same day access to almost all documents filed.
- **Improve storage management and destruction of files:**
 - Clerks of Court should consider ways to join together to select a common vendor to scan and shred old paper records that may be stored electronically or are no longer required to be retained. There is an opportunity to leverage economies of scale if the Clerks of Court work together on this issue. MGT recommends a statewide working group be formed to determine the approach, timeline and resource plan while ensuring compliance with retention guidelines.
 - MGT’s observations of offices, desk areas, cabinets, closets, evidence and storage rooms indicated that an effort to better organize, shred or destroy no longer needed (past retention period) documentation is prompted when Clerks of Court begin to run out of space. While most sites organized documents by case number and year, the shelves or filing systems should be set up so that the newest cases can be accessed quicker than the old ones. Every county in Florida

is aware of the risks of hurricane season. Facilities for storage of documents in some locations would not withstand high winds or flooding and may not be properly climate controlled. A clear solution is to scan the old documents and do away with paper storage, thus mitigating the risk of natural disasters and saving on the cost of maintaining physical storage facilities. Some Clerks of Court reported that this was cost prohibitive.

- Given the volume of documents and the redundancy of retaining paper documents that are already uploaded into the site's CMS, consideration should be given to a scheduled day by which all unnecessary documents are shredded and no longer in view or hand's reach of a non-employee of the Clerks of Court. In addition, a bar coding system or other log should be kept and audited to ensure all documents or files are returned to their appropriate location.
- **Streamline the creation of packets for the public:** Clerks of Court should review how to most efficiently prepare and provide packets of documents made available to walk-in pro se litigants who seek paper copies of forms to file cases (such as a small claims case). The Clerks of Court should add all relevant forms organized into specific category and easily accessible and printable from their website. One county printed packets on demand after programming what documents are required for each case category on their local copier. MGT observed a tremendous variance in the methods by which each site prepared packets of documents. Other Clerks of Court prepared huge volumes of each packet in advance and organized them on shelves, while some encouraged the visitor to use the public access terminal and associated printer to obtain.

4.1.5 EFFICIENT STAFFING & RESOURCE ALLOCATION

Summary of Observations:

A prevalent discussion during our onsite visits related to staffing and resource allocation. Efficiencies in these areas are achieved when each site has the right staff (capacity), at the right time, at the right location, with the right skills (capability) and with easily accessible and useable resources (reference materials, hardware, software, etc.). To achieve these efficiencies, it is recommended that each site make an effort to take inventory of what resources they have and how they are being utilized. This will allow them to better track what level of competency and processing speed they have reached in one or several functions and compare that to historical knowledge of average volumes by type of case, peak hours of days, week or month. In addition, it is also helpful to have a solid knowledge of internal and external factors which can affect volume and staff availability.

Recommendations:

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- **Enhance performance standards:** Develop or enhance performance metrics to ensure full clarity on what is expected in terms of volume, service, timeliness and accuracy, in accordance with federal, state, county and/or site mandates. In multiple locations, deputy clerks mentioned some performance measures were being tracked to ensure compliance with mandates but little else. Clerks of Court who fully utilize and act upon performance metrics say that this has benefited them and allows them to make the most of their current staff. In Hillsborough County, management tracks performance and has a matrix process to look at the percentage of the organization meeting, exceeding or falling below expectations. This data, along with other statistics and numbers is discussed regularly to aid with strategic planning or resource allocation. Employees are also encouraged to form teams to come up with process improvements initiatives which they can receive bonuses for based on the quality and achievement of the team performance improvement process.
 - **Develop a flexible staffing plan:** In consideration of all available data, consider how best to utilize local high school and university individuals to supplement needs in a part-time or internship fashion. Look for ways to recruit faster and better assess candidates for both an office culture and job fit. Peak periods may suggest alternative work schedules and/or the probability of remote work.
 - **Assess resources other than staff:** When evaluating current versus future state needs and gaps consider conducting a cost-benefit analysis to determine if technology upgrades and/or more efficient and less manual processes may be the better long-term investment. Clerks of Court have noted that they were able to substantially reduce the staff needed to perform certain tasks by upgrading their technology.
 - **Review prior caseload assessments and projections:** Using already available data and reports, determine trends and patterns of peak periods and resources typically utilized during those periods and measure the timeliness and accuracy of work completed, considering the level of complexity required of work and how much each employee can be stretched. Solicit feedback from those that do the work on what efficiencies they have used or suggest using to process faster or more accurately.
 - **Develop current staff capability, capacity and availability matrices:** Develop a matrix indicating the current level of mastery, the average volume each individual can process accurately in a given period of time and how much they can be stretched. Consider if having several employees multi-task is more efficient than having one multi-task and the rest focus on a key function. Make note of employees that may appear to need help, have more capacity and/or the potential to do more. Look at spans of control to determine if they are appropriate given the complexity of work, the volume of work, the experience level of staff and the degree to which supervision is needed. Identify

opportunities where decisions or transactions are delayed due to layers of management or response time of key stakeholders.

- **Review future staff capabilities, capacity and estimated headcount:** With a view of current staff, proactive examination of current conditions and the most likely future conditions, determine where there may be a surplus or gap in skills or headcount. Determine how best to retain high performers who have skills or use technology that are becoming obsolete; identify employees who have capacity and a strong desire to learn more in areas where the greatest gaps exist. Develop and execute a plan to move, reskill or exit individuals where there is a surplus and begin hiring/training individuals who possess the transferrable skills outlined earlier in this document. It is important to remain cognizant of those employees in nearing retirement so that a plan to transfer their knowledge and experience is in place. Consider external factors such as the impact of changing technological and economic forces when planning for the future.

APPENDIX A. SUMMARY OF DOCUMENT COLLECTION

Source	Description	Type	Number of Files
Baker County Clerk of Court Office	Jury Procedures	PDF	1
Bay County Clerk of Court Office	Copies of Documents/Forms They Use	PDF	1
Brevard County Clerk of Court Office	Budget Files, Court Documents, Data entry Documents, Evaluations Documents	PDF/Word	42
Brevard County Clerk of Court Office	Foreclosures Bid Sheet	PDF	1
Brevard County Clerk of Court Office	Cashier's Balance Sheet	Excel	1
Brevard County Clerk of Court Office	Percentage of Payment Plans to Collections Agencies	Word	1
Brevard County Clerk of Court Office	Employee Evaluations	PDF	3
Brevard County Clerk of Court Office	Standard Operating Procedures	PPT/Excel/Word	13
Brevard County Clerk of Court Office	Copies of Documents/Forms They Use	PPT/Excel/Word	12
Brevard County Clerk of Court Office	Copy of Budget	Excel	1
Brevard County Clerk of Court Office	Judges/Courtroom	Excel	1
Escambia County Clerk of Court Office	IT Documents & Strategic Plan	PDF/Word	8
Escambia County Clerk of Court Office	Standard Operating Procedures	Word	8
Escambia County Clerk of Court Office	Copies of Documents/Forms They Use	PDF	5
Escambia County Clerk of Court Office	E-Portal Filing Review	PDF	1
Florida Clerk of Court Reports	E-Filing Annual Report	PDF	1
Florida Clerk of Court Reports	Annual Statistics 2018-2019	PDF	1
Florida Clerk of Court Reports	FCCC Clerks Mandatory Reports Final	PDF	1
Florida Clerk of Court Reports	Education Policy, New Clerk Certification Plan, Committee Structure, Presidential Priorities, Best Practice Documents, Fee Schedule (2019)	PDF	13

Florida Clerk of Court Reports	Budget Graphic, Budget Meeting Packet, 2016 Senate Presentation	PDF	3
Florida Clerk of Court Reports	List of Clerks' Years of Service	Excel	1
Florida Clerk of Court Reports	County Operational Budgets	Excel	67
Florida Clerk of Court Reports	Clerk's Duties	PDF	2
Florida Clerk of Court Reports	Budget/Graphics/Budget Meeting Details	Word/PDF	3
Florida Clerk of Court Reports	Budget Overview	Word	1
Florida Clerk of Court Reports	Florida Courts E-Filing Standards	PDF	1
Highlands County Clerk of Court Office	Check Sheet for Issuing Summons Small Claims	Word/PDF	3
Highlands County Clerk of Court Office	Check Sheet for Issuing Civil Cases	PDF	6
Highlands County Clerk of Court Office	Guardianship Templates & Procedures	Excel/PDF	13
Hillsborough County Clerk of Court Office	Domestic Violence Methods and Procedures Documents	PDF	1
Hillsborough County Clerk of Court Office	Training Documents and Manuals	PPT/PDF	8
Hillsborough County Clerk of Court Office	System Flowcharts and Description	Word/PDF	2
Hillsborough County Clerk of Court Office	Leadership Overview (Description of Procedures, Strategic Overview & Plan, Organizational Structure, Policies, Workflow Processes, Staffing, Records Management, Budget Information, Accounting, Technology Overview, Suggested Improvements)	PDF	1
Jefferson County Clerk of Court Office	Copies of Documents/Forms They Use	PDF	8
Jefferson County Clerk of Court Office	March Timesheet	PDF	1
Jefferson County Clerk of Court Office	Clerk of Court Expense Cost Centers	Excel	1
Jefferson County Clerk of Court Office	2019 Collections and Expenditures Summary	Excel	1
Marion County Clerk of Court Office	Performance Review	PDF	1
Marion County Clerk of Court Office	Position Descriptions	PDF	20
Marion County Clerk of Court Office	Quarterly Financial Reports	Excel	3

Marion County Clerk of Court Office	Employee Performance Evaluations/Guide	PDF	5
Marion County Clerk of Court Office	Workflow Documentation Study	PDF	1
Marion County Clerk of Court Office	Appellate Records Procedure	PDF	1
Marion County Clerk of Court Office	Copies of Documents/Forms They Use	PDF	7
MGT Consulting Group	MGT Clerks Survey Copy	Word	1
MGT Consulting Group	MGT Clerks Survey Data Output	PDF	1
MGT Consulting Group	Selection Methodology of Clerk Offices for Onsite Desk Audits	Excel	1
MGT Consulting Group	Key Performance Metrics	PDF	4
MGT Consulting Group – Online Research	Past Efficiency & Staffing Studies	PDF/Word	28
MGT Consulting Group – Online Research & County Clerk of Courts Offices	County Organizational Charts	Excel/PDF	251
Miami-Dade County Clerk of Court Office	Copies of Documents/Forms They Use	PDF	3
Miami-Dade County Clerk of Court Office	Traffic & Misdemeanor Court Operations	PDF	1
Miami-Dade County Clerk of Court Office	Traffic & Misdemeanor Procedure Manuals	PDF	2
Nassau County Clerk of Court Office	Civil Case Procedures	Word/PDF	52
Nassau County Clerk of Court Office	Workflow Criminal Division 2016-2019	Word	40
Nassau County Clerk of Court Office	Distribution Schedules	Excel	2
Nassau County Clerk of Court Office	Evidence Room Policy	PDF	1
Nassau County Clerk of Court Office	Case Count – Timeliness Reports (17-19)	Excel/Word/PDF	767
Nassau County Clerk of Court Office	Workflow Civil Division	Excel	9
Nassau County Clerk of Court Office	Procedures – Criminal Division	Excel/Word/PDF	39
Nassau County Clerk of Court Office	Weekly Staff Workflow (2019)	Word	34
Nassau County Clerk of Court Office	Turnover Stats	PDF	1

Nassau County Clerk of Court Office	Deputy Handbook	PDF	1
OPPAGA	Past Studies Copy/Listing	Excel/PDF	2
Palm Beach County Clerk of Court Office	Operations Training Documents	Word/Excel/PDFf	59,422
Palm Beach County Clerk of Court Office	Court Operations Details, Information Technology policies, Performance Metrics, HR Documents, External Factors, Technology Innovations, Accounting Documents	Word/Excel/PDFf	188
Palm Beach County Clerk of Court Office	Copies of Documents/Forms They Use	PDF	2
<ul style="list-style-type: none"> -The Australasian Institute of Judicial Administration -The Federal Judicial Center -The National Center for State Courts -The Subordinate Courts of Singapore 	Global Measures of Court Performance	PDF	1

APPENDIX B. TIME ANALYSIS TABLE

The time analysis table is based on MGT's 15 onsite county visits between August 26, 2019 and October 31, 2019. The onsite observations included direct (MGT observations) and indirect (clerk provided details) observation of employees performing court-related tasks, along with task completion times. Completion time observations are displayed in minutes and are organized by the functions of Clerks, descriptions of tasks, units of measure, and observation types (i.e., direct vs. indirect).

TIME ANALYSIS TABLE <i>Number displayed in minutes</i>			DIRECT OBSERVATION				INDIRECT OBSERVATION			
Functions of clerks	Task Descriptions	Unit of Measure	Task Count	Average Minimum	Average Maximum	Average	Task Count	Average Minimum.	Average Maximum.	Average
Auditing child support payments	Auditing child support payments	Case	2	17.5	17.5	17.5	1	10.0	15.0	12.5
	Reconciling rejected payments	Case	1	5.0	5.0	5.0	-	-	-	-
	Accepting child support payments by phone or counter	Case	1	5.0	5.0	5.0	-	-	-	-
Auditing guardianship reports	Auditing Guardianship Reports	Case	2	75.0	75.0	75.0	5	56.4	93.4	74.9
Collecting and disbursing fines, court costs, forfeitures, fees, and service charges	Bond processing & Payment Plan	Case	2	10.5	10.5	10.5	-	-	-	-
	Accounting: Daily Log	Daily	-	-	-	-	1	30.0	30.0	30.0
	Online & Agency Payment	Daily	2	27.5	27.5	27.5	-	-	-	-
	Accounting: Reconciliation	Monthly	-	-	-	-	2	210.0	270.0	240.0
	Payment Processing (Counter)	Transaction	5	2.2	4.6	3.4	1	5.0	15.0	10.0
	Supervisor review prior sending to collection agency	Weekly	-	-	-	-	1	120.0	360.0	240.0
Attending court hearings and trials	First Appear, Criminal Docket, Plea Day, Felony, Civil, Misdemeanor and Traffic	Case	10	1.9	2.8	2.4	2	0.5	0.7	0.6
	Criminal	Case	2	7.5	10.0	8.8	-	-	-	-
	Domestic	Case	1	5.0	20.0	12.5	-	-	-	-
	Juvenile Proceedings	Case	1	30.0	30.0	30.0	-	-	-	-
	Risk Protection Orders and Shelter	Case	2	12.5	17.5	15.0	-	-	-	-

Maintaining court registry	Court Registry Entry	Case	-	-	-	-	1	5.0	5.0	5.0
	Foreclosure sales entry in registry and court registry docketing	Case	2	6.0	6.0	6.0	-	-	-	-
	Court Registry	Daily	1	15.0	15.0	15.0	4	19.8	19.8	19.8
	Monthly Reconciliation	Monthly	-	-	-	-	2	90.0	150.0	120.0
Filing indictments, information, and verdicts	Filing Indictments & Information	Case	4	2.0	2.8	2.4	1	3.0	5.0	4.0
	Filing Verdicts	Case	3	5.0	6.7	5.8	1	0.5	30.0	15.3
Jury management	Jury Selection	Event	1	160.0	160.0	160.0	2	90.0	90.0	90.0
	Jury check in and capture compensation information	Per Juror	5	0.8	1.9	1.4	1	0.3	0.3	0.3
	Report Quarterly	Quarterly	-	-	-	-	1	30.0	30.0	30.0
	Report Weekly	Weekly	-	-	-	-	1	20.0	20.0	20.0
Maintaining custody of all evidence and exhibits entered by the court	Recording Evidence records	Case	1	3.0	3.0	3.0	3	3.0	5.3	4.2
Conducting mortgage foreclosure sales	Live in-person auction	Auction	-	-	-	-	2	90.0	90.0	90.0
	Sales Setup & Online auction	Case	3	12.0	12.0	12.0	-	-	-	-
	Court viewing for mortgage foreclosures	Case	1	2.5	2.5	2.5	-	-	-	-
	Recording and conducting foreclosures / Processing new foreclosure case	Sale	-	-	-	-	4	11.8	12.3	12.0
	Post Sale Process	Sale	-	-	-	-	1	28.0	28.0	28.0
	Weekly Report	Weekly	-	-	-	-	1	10.0	15.0	12.5
Assisting in completing paperwork required to file petitions for protective injunctions (domestic, repeat, sexual, and dating violence)	Assisting in completing paperwork required to file petitions for protective injunctions	Case	3	35.0	40.0	37.5	6	32.5	47.5	40.0
	Temporary injunction extension	Case	1	5.0	5.0	5.0	-	-	-	-
Assisting in completing paperwork required to file a small claims action	Assisting in Completing Paperwork Required to file small claims action	Case	4	14.3	29.3	21.8	1	10.0	15.0	12.5
Preparing appellate records	Update Appeal	Case	-	-	-	-	2	22.5	22.5	22.5
	Prepare and processing appellate	Case	-	-	-	-	8	78.8	84.4	81.6

Processing all civil and criminal cases	Open Civil, Close Civil, Open Criminal	Case	19	4.6	10.4	7.5	4	6.3	9.2	7.7
	Close Criminal	Case	6	11.3	17.5	14.4	-	-	-	-
	Sorting / Docketing	Case	1	1.0	1.0	1.0	-	-	-	-
	Transfer case from Felony to MM	Case	1	10.0	60.0	35.0	-	-	-	-
	Linking scanned file to case	Document	1	1.0	1.0	1.0	-	-	-	-
Issuing process service documents	Issuing Service Documents	Case	9	6.3	6.9	6.6	-	-	-	-

Source: MGT onsite observations and information provided by Clerks.

APPENDIX C. COPY OF MGT CLERK OF COURT SURVEY



Florida Clerks of the Court Staffing and Efficiency Survey

Your feedback is extremely valuable to us.

Please have one representative from your leadership team complete this survey with appropriate input from relevant managers or supervisors at your site.

Your survey should be submitted no later than Tuesday, October 1st, 2019.

Only one survey should be submitted for your site. Thank you in advance for your participation.

Your entries will be saved after you advance through each page. You can revisit your responses as many times as you need to prior to submission.

Survey responses are recorded as you click the "Next" and "Back" buttons in the survey; working from more than one browser tab may result in the loss of data you have entered.

NEXT

For verification purposes, please complete the following information:

Name:

Current Job Title:

How long have you been in your current job role? (in years)

How many years of experience do you have with Florida Courts?

County Job Location(s):

(Select all that apply.)

Alachua

Baker

Bay

Bradford

Brevard

Broward

Calhoun

Charlotte

Citrus

Clay

For the functions performed at your site, please assign a percentage of overall staff time spent performing these functions. (Must total 100%. For functions not performed, you may leave those blank or enter 0.)

Filing indictments, information, and verdicts	<input type="text" value="0"/>
Processing all civil and criminal cases	<input type="text" value="0"/>
Preparing appellate records	<input type="text" value="0"/>
Jury management	<input type="text" value="0"/>
Collecting and disbursing fines, court costs, forfeitures, fees, and service charges	<input type="text" value="0"/>
Conducting mortgage foreclosure sales	<input type="text" value="0"/>
Maintaining custody of all evidence and exhibits entered by the court	<input type="text" value="0"/>
Assisting in completing paperwork required to file a small claims action	<input type="text" value="0"/>
Assisting in completing paperwork required to file petitions for protective injunctions (domestic, repeat, sexual, and dating violence)	<input type="text" value="0"/>
Issuing process service documents	<input type="text" value="0"/>
Maintaining court registry	<input type="text" value="0"/>
Auditing guardianship reports	<input type="text" value="0"/>

Processing child support payments	<input type="text" value="0"/>
Auditing child support payments	<input type="text" value="0"/>
Processing or auditing bedroom/tourism taxes	<input type="text" value="0"/>
Attending court hearings	<input type="text" value="0"/>
Processing collections	<input type="text" value="0"/>
Other 1 (please describe): <input type="text"/>	<input type="text" value="0"/>
Other 2 (please describe): <input type="text"/>	<input type="text" value="0"/>
Other 3 (please describe): <input type="text"/>	<input type="text" value="0"/>
Total	<input type="text" value="0"/>

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For the court-related functions you selected in the previous question, identify the day(s) of the week that your staff performs each function.

	Monday	Tuesday	Wednesday	Thursday	Friday
Filing indictments, information, and verdicts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Processing all civil and criminal cases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Preparing appellate records	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Jury management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collecting and disbursing fines, court costs, forfeitures, fees, and service charges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conducting mortgage foreclosure sales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintaining custody of all evidence and exhibits entered by the court	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assisting in completing paperwork required to file a small claims action	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assisting in completing paperwork required to file petitions for protective injunctions (domestic, repeat, sexual, and dating violence)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Issuing process service documents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintaining court registry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Auditing guardianship reports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Processing child support payments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Auditing child support payments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Processing or auditing bedroom/tourism taxes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attending court hearings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Processing collections	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Has your office ever performed a time or efficiency study for, or that included assessing, court-related functions?

- ☐ Yes
- ☐ No

Please briefly describe the time or efficiency study, including its purpose, the time period in which it was conducted, and the study's results.

Also, please upload a copy of the study, if available.

Drop files or click here to upload

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Please select the top three most important changes that your staff has made in the past few years to provide greater efficiency or effectiveness in court-related functions.

- ☐ Work Schedules/Operating Hours
- ☐ Resource Allocation
- ☐ Skill Development
- ☐ Work Environment/Workspace
- ☐ Technology
- ☐ Processes
- ☐ Performance Metrics & Reporting
- ☐ Facilities
- ☐ Staff Performance/Training
- ☐ Availability of Bilingual Resources
- ☐ Other (please describe):

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For those changes you indicated in the prior survey question, please include any relevant comments, concerns, suggestions, and/or negative/positive outcomes related to each.
(What has or hasn't worked, and why?)

You may copy and paste your answers into the text boxes below.

Work Schedules/Operating Hours	<input type="text"/>
Resource Allocation	<input type="text"/>
Skill Development	<input type="text"/>
Work Environment/Workspace	<input type="text"/>
Technology	<input type="text"/>
Processes	<input type="text"/>
Performance Metrics & Reporting	<input type="text"/>
Facilities	<input type="text"/>
Staff Performance/Training	<input type="text"/>
Availability of Bilingual Resources	<input type="text"/>

You may also upload any related file or saved text document below.

Drop files or click here to upload

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Please select the top three changes your staff would like to make to provide greater efficiency or effectiveness in court-related functions.

- ☐ Work Schedules/Operating Hours
- ☐ Resource Allocation
- ☐ Skill Development
- ☐ Work Environment/Workspace
- ☐ Technology
- ☐ Processes
- ☐ Performance Metrics & Reporting
- ☐ Facilities
- ☐ Staff Performance/Training
- ☐ Availability of Bilingual Resources
- ☐ Other (please describe):

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For those changes your staff would like to make, please include any relevant comments, concerns, plans, and/or suggestions related to each.

You may copy and paste your answers into the text boxes below.

Work Schedules/Operating Hours	<input type="text"/>
Resource Allocation	<input type="text"/>
Skill Development	<input type="text"/>
Work Environment/Workspace	<input type="text"/>
Technology	<input type="text"/>
Processes	<input type="text"/>
Performance Metrics & Reporting	<input type="text"/>
Facilities	<input type="text"/>
Staff Performance/Training	<input type="text"/>
Availability of Bilingual Resources	<input type="text"/>

You may also upload any related file or saved text document below.

Drop files or click here to upload

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What are the greatest staff challenges that you have in your office? (Check all that apply.)

- ☐ Absenteeism
- ☐ Recruiting qualified applicants
- ☐ Retaining quality staff members
- ☐ Advancement
- ☐ Compensation or Benefits
- ☐ Training
- ☐ Accuracy of work completed
- ☐ Timeliness of work completed
- ☐ Multi-tasking
- ☐ Frequent interruptions or distractions
- ☐ Returning incomplete or incorrect documents received from e-portal
- ☐ Responding to last-minute or highly demanding requests, which are outside of staff control
- ☐ Other (please describe):

Please include any comments you would like to provide regarding these challenges in the text box below.

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Please include any additional information or comments you would like to share as it relates to this study and the efficiency of court-related functions.

You may also upload any relevant files below (such as organizational charts).

Drop files or click here to upload

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SURVEY SUBMISSION

Please click the button next to **"SUBMIT AS FINAL"** below and then click **"Next"** to submit your survey. If you wish to edit or review your responses, you may go back to previous questions by using the **"Back"** button.

☐ **SUBMIT AS FINAL**

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APPENDIX D. DEMOGRAPHIC DATA

Source	Description	Type	Number of Files
Florida Clerks/Corporation Reports	Clerk's Years of Service	Excel	1
Florida Clerks/Corporation Reports	County Operational Budgets, FTE Counts, and Clerk's Average Pay	Excel	67
MGT Consulting Group Online Research	Clerk Main Addresses and Branch Address	Excel	15
Florida Clerks/Corporation Reports	Judicial Circuit, Number of Counties in Circuit, Peer Counties	Excel	1
Office of Economic and Demographic Research - Website	Population Demographics	PDF/Website	15

APPENDIX E. PAST STUDIES

Study Title	Location	Year	Categories
An Analysis of Current Staffing in the Circuit Court Clerks' Offices in Maryland	Maryland	2005	Training, Technology, Business Process, Staffing
Judicial Branch Workload Formulas and On-Bench Time Reporting - North Carolina Administrative Office of the Courts	North Carolina	2014	Technology, Training
Nebraska Court Clerks' Office Study - Nebraska Supreme Court Advisory Committee	Nebraska	2017	Organizational Restructure, Staffing, Training
Iowa Court Clerk and Court Support Staff Workload Assessment Study	Iowa	2017	Business Process, Staffing, Technology
Little Duplication in Court-Related Services; Clerk/Court Cooperation Should Be Improved - OPPAGA	Florida	2010	Business Process, Organizational Restructure, Technology
Missouri Circuit Court Clerk Workload Assessment Study - Missouri Circuit Courts	Missouri	2017	Business Process
Miami-Dade Staffing Study	Florida	2000	Staffing, Training
Administrative Office of the Trial Courts Staffing Study – Commonwealth of Massachusetts	Massachusetts	2005	Staffing, Business Process, Technology
Staffing the Massachusetts Trial Courts	Massachusetts	2011	Staffing
Minnesota Judicial Workload Assessment	Minnesota	2010	Staffing, Organizational Restructure, Business Process
Kansas District Court Judicial and Clerk Staff Weighted Caseload Study - Supreme Court of Kansas	Kansas	2011	Business Process, Staffing, Technology
State of North Dakota Staffing Study – Clerks of Court	North Dakota	2000	Staffing