



JUSTICE ADMINISTRATIVE  
COMMISSION



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# JAC Overview, History, Executive Leadership

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**Rip Colvin**  
Executive Director  
May 3, 2016

# JAC Overview – Objectives

- Provide an overview of JAC and its mission
- Describe the history of JAC
- Define JAC's role in Justice Administration
- Provide an overview of best practices related to internal controls
- Review Auditor General findings from a previous audit
- Describe the value of staff training

## Justice Administrative Commission (JAC)

- **Our Vision:** To be a model of exemplary state government and provide unparalleled services
- **Our Mission:** To be responsible stewards of taxpayer dollars, while providing the highest quality service to the 49 judicial related entities, private court-appointed counsel, and associated vendors we serve, by ensuring compliance with laws, rules, regulations, and best business practices
- **Our Values:** We take great pride in excellence in service, innovation, adaptability, collaboration, honesty, integrity, accountability, and diversity, as well as respectful and ethical conduct, and fiscal responsibility



# The Commission

- The “Justice Administrative Commission” is led by two State Attorneys, appointed by the Florida Prosecuting Attorneys Association, and two Public Defenders, appointed by the Florida Public Defender Association

*Honorable Brad King, Chair*  
*State Attorney, 5<sup>th</sup> Judicial Circuit*

*Honorable Diamond Litty*  
*Public Defender, 19<sup>th</sup> Judicial Circuit*

*Honorable Jerry Hill*  
*State Attorney, 10<sup>th</sup> Judicial Circuit*

*Honorable Kathleen Smith*  
*Public Defender, 20<sup>th</sup> Judicial Circuit*

- The Commission meets at least quarterly in Tallahassee with the Executive Director and JAC staff to provide direction and guidance on a variety of issues



# History

- The Justice Administrative Commission (JAC) was created in 1965, shortly after the U.S. Supreme Court's decision in *Gideon vs. Wainwright* (1963)
- Early on, JAC provided administrative services to the state courts, state attorneys, public defenders, and court reporters
- In 1984, services provided to the state courts were transferred to the Office of the State Courts Administrator (OSCA). That same year, JAC began providing services to what later became the Offices of Capital Collateral Regional Counsel
- In 2003, the Statewide Guardian ad Litem Office was transferred from OSCA to JAC
- In 2004, JAC began contracting and paying private court-appointed counsel and related vendors, consolidating this function from 67 counties to one state agency
- In 2007, JAC began providing administrative services to the newly created Offices of Criminal Conflict and Civil Regional Counsel







# JUSTICE ADMINISTRATIVE COMMISSION



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- Human Resources
- JAC Newsletter
- Operations

## [Justice Administrative Commission Meeting Notice](#)

The **Justice Administrative Commission (JAC)**, created in 1965, provides administrative services on behalf of 49 judicial related entities.

Currently, the JAC administratively serves 20 Offices of State Attorney, 20 Offices of Public Defender, 3 Offices of Capital Collateral Regional Counsel, 5 Offices of Criminal Conflict and Civil Regional Counsel, and the Statewide Guardian ad Litem Program. Services provided are primarily in the areas of accounting, budget, financial services, and human resources.

The JAC also provides compliance and financial review of billings for services provided by private court-appointed attorneys representing indigent citizens and associated due process vendors.

The Commission is comprised of two State Attorneys, appointed by the Florida Prosecuting Attorneys Association, and two Public Defenders, appointed by the Florida Public Defender Association. The Commission appoints an Executive Director, who is charged with oversight of necessary staff to efficiently and effectively carry out the JAC's duties.

**Our Vision:** To be a model of exemplary state government and provide unparalleled services.

### What's New

- [Justice Administrative Commission Meeting Notice](#)
- [JAC Express Newsletter January-February 2016](#)

\* Downloadable PDF files



- JAC's website contains many resources
- Website address: <https://www.justiceadmin.org>

## Agencies Administratively Served by JAC

- 20 Offices of State Attorney
- 20 Offices of Public Defender
- 5 Offices of Criminal Conflict & Civil Regional Counsel
- 3 Offices of Capital Collateral Regional Counsel
- Statewide Guardian ad Litem Program

Accounting

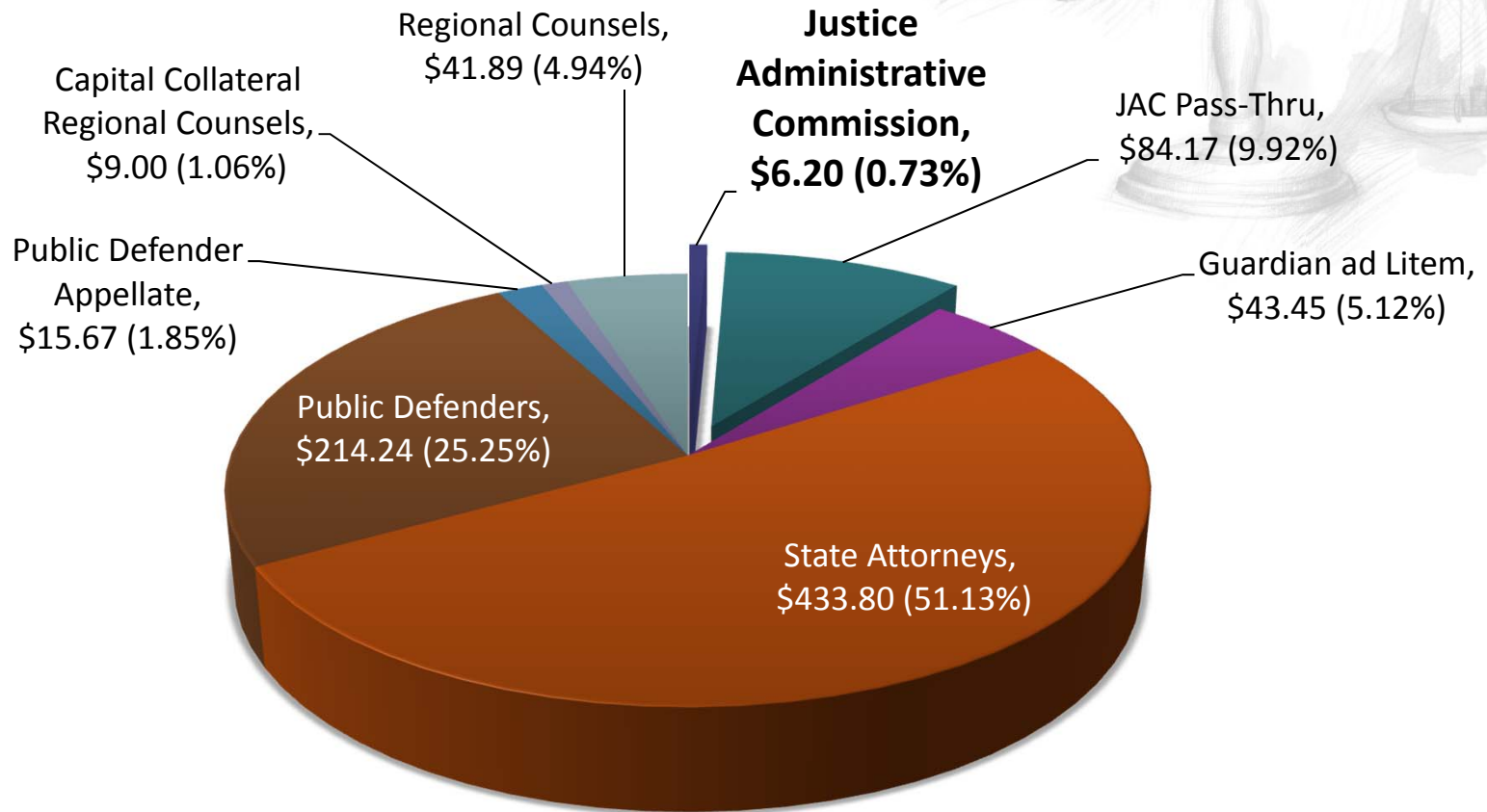
Budget

Financial  
Services

Human  
Resources



# Justice Administration Base Budget 2015-16 - \$848.42 Million



Amounts above reflect millions of dollars.





# JAC at a Glance

Executive

Accounting

Budget

Human Resources

Financial Services

Court Appointed

Information  
Technology

Operations



## Executive Leadership

- Oversees agency operations and strategic planning
- Serves as JAC's lobbyist before Executive and Legislative Branches
- Provides Legal Services to Director and Commission
- Coordinates Authorized Signatures from agencies served
- Assists agencies served with access to Capitol ID Badges
- Serves as Public Records Custodian and Records Management Coordinator
- Publishes bi-monthly newsletter, *JAC Express*
- Coordinates Federal Grant information among agencies served



# JAC Responsibilities for Court-Appointed Counsel

Contract with  
1,700 Attorneys  
and 800 Vendors

Audit 50,000+  
Billings for Attorney  
Fees and Costs

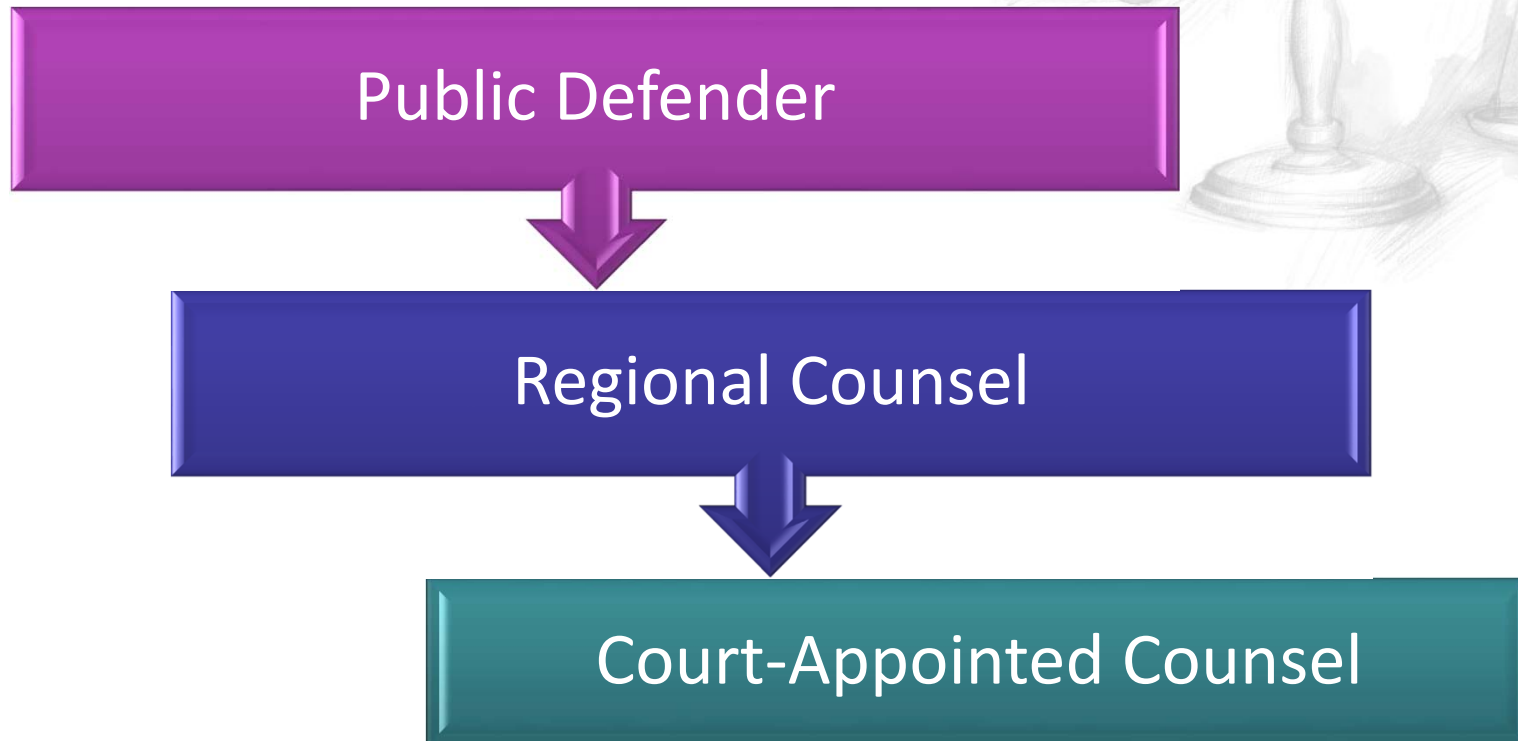
Participate in  
1,100+ Hearings  
when Objecting to  
Fees or Costs

Monitor Budgetary  
Needs for Court-  
Appointed Counsel  
Appropriations

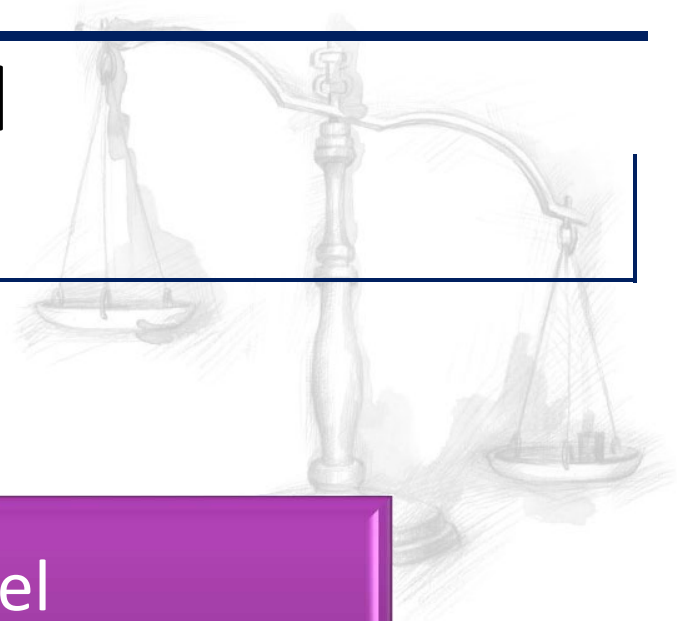
Report on Various  
Aspects of this  
Program



# Three-Tiered Indigent Criminal Defense Model



# Two-Tiered Indigent Civil Representation Model



Regional Counsel



Court-Appointed Counsel



# Civil Representation Model Children with Special Needs



Court-Appointed Counsel

## JAC Accomplishments – Fiscal Year 2014–15

- Processed 359,898 accounting transactions and 55,847 court-appointed attorney and due process vendor invoices (Total: 415,745)
- Percent of invoices processed within prompt payment requirements = 96.97% (Legislative performance standard is 95%) – Best Ever!!
- Processed more than 74,800 payroll and human resources transactions
- Performed approximately 600 budgetary transactions



## JAC Accomplishments – Fiscal Year 2014–15 – Continued

- Fulfilled more than 330 public records requests
- Attended approximately 1,100 hearings related to court-appointed cases
- Responded to approximately 11,000 legal motions related to court-appointed cases
- Answered more than 21,000 phone calls
- Responded to approximately 12,000 JAC Help Desk inquiries





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# Lessons Learned from Auditor General Audits

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## Auditor General Audit No. 2015-061 – Audit Objectives

- Evaluate management's performance in establishing and maintaining internal controls to prevent and detect:
  - Fraud, waste, and abuse
- Determine if management is administering its responsibilities in accordance with applicable:
  - Laws, rules, regulations, contracts, grant agreements, and other guidelines



## Auditor General - Operational Audit Objectives – Continued

- Examine management's internal controls designed and implemented to promote and encourage:
  - Compliance
  - Economic and efficient operations
  - Reliability of records and reports
  - Safeguarding of assets
  - Identifying weaknesses in any controls

# Auditor General – Audit Findings No. 2015-061

- Issued December 2014
- The audit included several findings specific to the operations of several Justice Administration agencies, including:
  - BOMS
  - Internal audit functions
  - Separation of duties
  - Annual physical inventories, inventory forms, and property records
  - Verification of education and employment history
  - Contractual services
  - Travel expenditures and motor vehicles

## Other Auditor General Reports

- Several findings related to timely terminating IT access privileges immediately upon a user's separation from employment
- Another finding questioned \$23,844 in employee activities for awards and recognitions for which agency records did not evidence the public purpose served
- Another finding focused on employee training, specifically related to contract managers
  - Contract managers did not always complete required DFS training for accountability in contracts and grants management
  - Employees' completion of required training was not properly documented



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# Internal Controls & Separation of Duties

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# Framework of Internal Controls

According to the Government Finance Officers Association's Blue Book, the framework of internal control must:

- Provide a favorable *control environment*;
- Provide for the *continuing assessment of risk*
- Provide for the design, implementation, and maintenance of effective *control-related policies and procedures*
- Provide for the effective *communication* of information
- Provide for ongoing *monitoring* of the effectiveness of control-related policies and procedures



## Control Environment

- Management is knowledgeable about internal controls
- Management is committed to making internal controls work
- Management communicates to staff at all levels its commitment to internal controls



# Risk Assessment

- Scope of periodic risk assessments
- Change as an indicator of risk
  - Changes in the operating environment
  - Changes in personnel
  - Changes in information systems
  - Rapid growth
  - New programs and services



## Risk Assessment – Continued

- Inherent risk
  - Complexity
  - Cash receipts
  - Direct payments to third party beneficiaries
  - History of prior problems
  - History of prior unresponsiveness to identified control deficiencies

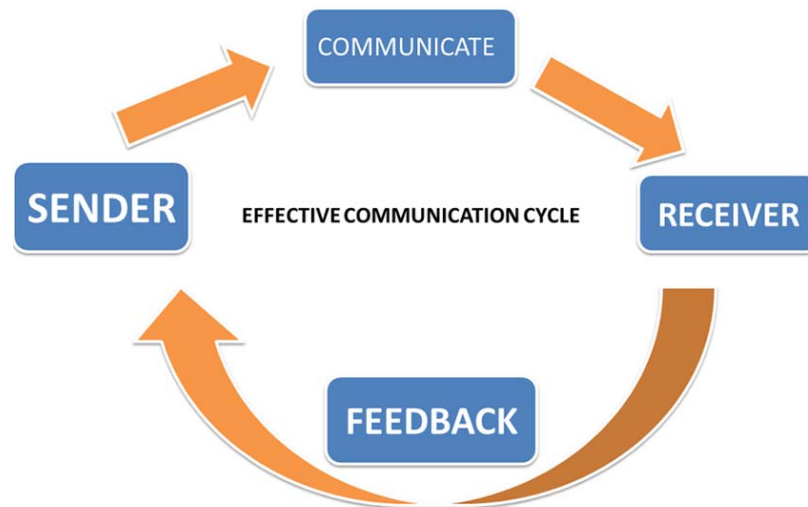


# Control Activities

- Controls that detect and *prevent* v. controls that detect and alert
- Tolerable risk
- Categories of control-related policies and procedures
  - Procedures to ensure that transactions are properly authorized
  - Properly designed records
  - Controls to secure assets and accounting records
  - Segregation of incompatible duties
  - Periodic reconciliations
  - Periodic verifications
  - Analytical review of accounting data for reasonableness

## Favorable Control Environment – Information and Communication

It is impossible to imagine a favorable control environment without the effective flow of information and good communication.





## Controls – Monitoring

Monitoring has two separate goals:

- To ensure that control-related policies and procedures have been properly designed, fully implemented, and remain operational
- To ensure that management has responded appropriately when control-related policies and procedures have indicated a potential problem

## Legislative Initiatives to Address Internal Controls – SB 686 & HB 593

The bills attempted to legislate a best business practice by amending s. 43.16, F.S., to require each agency of Justice Administration to:

*Establish and maintain internal controls designed to:*

- (a) Prevent and detect fraud, waste, and abuse;*
- (b) Promote and encourage compliance with applicable laws, rules, contracts, grant agreements, and best practices;*
- (c) Support economical and efficient operations;*
- (d) Ensure reliability of financial records and reports; and*
- (e) Safeguard assets.*

***Although the bills died, they will most likely return next session.***



## Legislative Initiatives to Address Internal Controls – SB 686 & HB 593

- This legislation should not result in any major changes for the agencies of Justice Administration
- JAC has established and maintains internal controls to address these issues as a best business practice
- Internal controls are put in place to protect the agency, the employees transacting the agency's business, and state funds



# Focused Staff Training

Invest in staff, they are your most precious resource!



## Benefits of Focused Staff Training

- Invests in staff
- Builds commitment among staff
- Adds to in-house expertise
- Brings new ideas to address office issues
- You don't know what you don't know!

## Focused Staff Training

At JAC, staff have taken part in the following training opportunities:

- Certified Public Management with FSU's Askew School of Public Administration and Policy
- Florida Sterling Council – Annual Conference
- Microsoft software with CreativePeople Consulting
- Leadership with David Rabiner





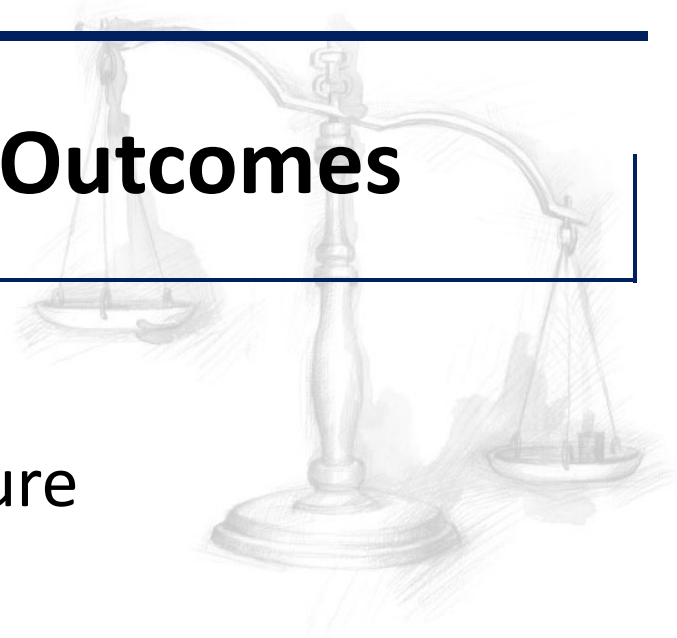
## Focused Staff Training

- *True Colors* with Tippy Amick Training, LLC
- FLAIR Training with the Department of Financial Services (DFS)
- Contract Management & Advancing Accountability with DFS
- Numerous professional development conferences and training seminars



## Focused Staff Training – Outcomes

- Committed employees
- Positive changes in JAC's culture
- Internal and external surveys
  - Year to year analysis and changes made based on survey results
- JAC's Strategic Plan
- JAC internal processes changed, improved or removed
- Efficiencies implemented



# JAC Thanks You for Attending the Conference....

.....because our success depends on you!



## Questions?

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