

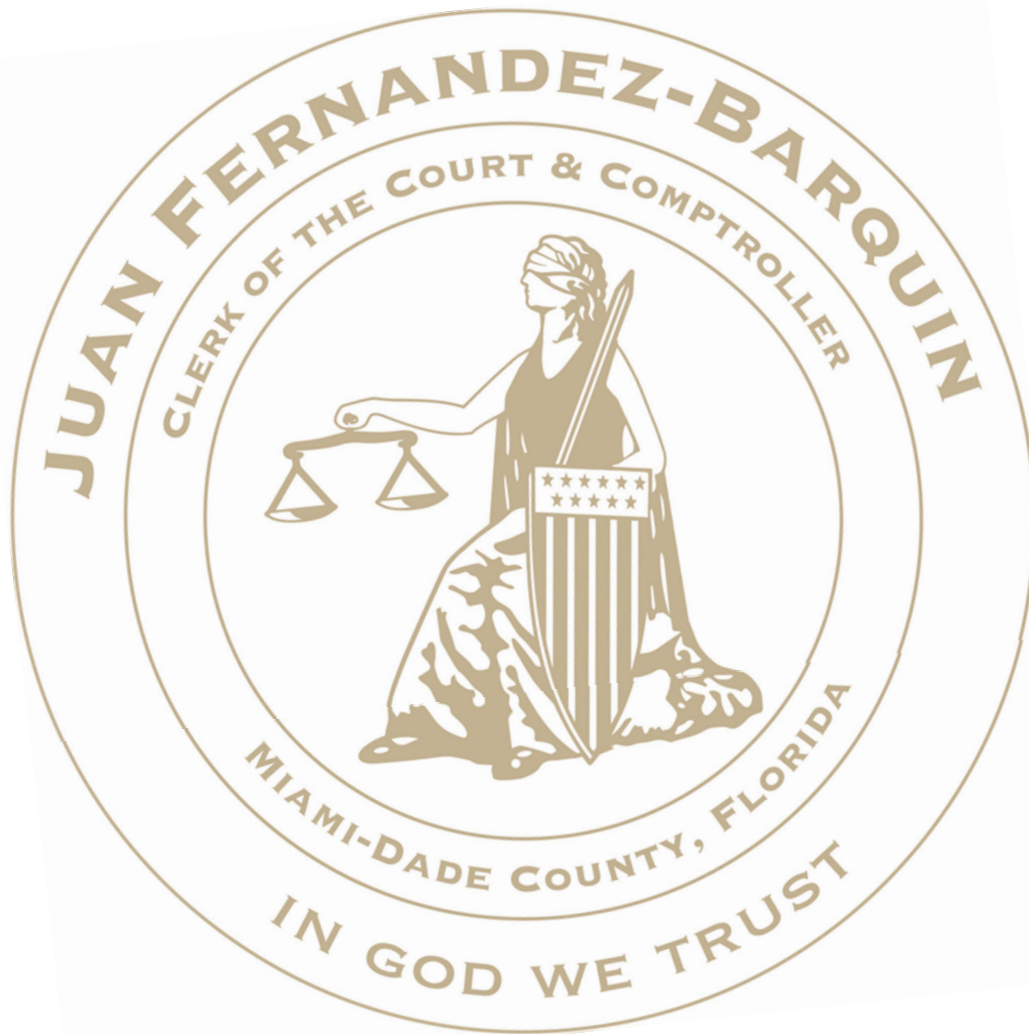
2026-2029 STRATEGIC PLAN

HELPFULNESS, EFFICIENCY, ACCOUNTABILITY, AND TRUST



JUAN FERNANDEZ-BARQUIN, ESQ.
CLERK OF THE COURT AND COMPTROLLER
MIAMI-DADE COUNTY
ELEVENTH JUDICIAL CIRCUIT OF FLORIDA

DADE COUNTY
COURTHOUSE
1925



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INTRODUCTION

Message from Juan Fernandez-Barquin, Esq. Clerk of the Court and Comptroller of Miami-Dade County

Since assuming the role of Clerk of the Court and Comptroller of Miami-Dade County in February 2023, I have focused on evaluating and enhancing the many services we provide to our diverse stakeholders. These services range from assisting residents at our front counters with recording documents or paying traffic and parking citations, to supporting the legal community in its engagement with the judiciary across the criminal, civil, juvenile, family, and district court operations, as well as processing the high volume of payments made to vendors that transact with Miami-Dade County.

This assessment has confirmed that while we perform many functions effectively, there is always room for growth and improvement. In response, I am proud to present the first strategic plan for the Clerk of the Court and Comptroller of Miami-Dade County. This future-focused plan establishes clear goals and objectives to strengthen our operations and professional services for residents, the judiciary, the legal community, and the Miami-Dade County Board of County Commissioners.

A significant milestone in our organizational evolution was the opening of the new Osvaldo N. Soto Courthouse in November 2025, now the home of the Eleventh Judicial Circuit of Florida and our office. This technologically advanced facility positions us to deliver streamlined court operations and an enhanced customer experience.

Technology adoption remains a cornerstone of this strategic plan. By leveraging innovative tools and data-driven insights, we can improve efficiency, transparency, and accuracy, while enabling our leaders to make informed, strategic decisions.

Equally critical is our commitment to cultivating a motivated, skilled, and resilient workforce. In a competitive job market and challenging economic environment, we are dedicated to empowering and educating our employees while fostering a rewarding workplace that supports satisfaction, engagement, and well-being.

Enhancing the customer experience remains a central pillar of our mission. With a skilled workforce, advanced technology, and a supportive organizational culture, we are equipped to provide superior service, strengthen public trust in our courts, and maintain our role as custodian of public funds.

This strategic plan articulates our vision, mission, and measurable objectives, providing a roadmap for continuous improvement today and into the future. Through a data-driven and forward-looking approach, we will ensure transparency, accountability, and sustainable growth in court services, operations, and professional services.

EXECUTIVE SUMMARY

The Clerk of the Court and Comptroller (COCC) Strategic Plan framework outlines our roadmap for continued excellence in service to our residents. By focusing on four strategic pillars, the Clerk of the Court and Comptroller will ensure continued satisfaction both for our customers and employees. Each pillar area defines clear objectives and outcomes which guide COCC's operations and support its mission and vision.



COCC BY THE NUMBERS

A reflection of our scale, responsibility, and commitment to public service.

With a workforce of 1,412 employees, the Clerk of the Court and Comptroller supports the judicial system and the public through the processing of over two million court filings annually.

As stewards of public trust, the office oversees and audits more than \$10 billion in public funds, serving 34 municipalities and operating across multiple courthouse locations throughout Miami-Dade County.

The **VISION** of the Clerk of the Court and Comptroller is to be the most technologically advanced organization focusing on delivering outstanding customer and employee satisfaction in every aspect of judicial and governmental operations.

Our **MISSION** is to provide exceptional service, enhance accessibility, utilize future-ready technology, and empower our workforce to exceed expectations. The Clerk of the Court and Comptroller is committed to upholding integrity, transparency, and neutrality in judicial and governmental processes through:



Exceptional service



Enhance accessibility



Utilize future-ready technology



Empower our workforce

CORE VALUES – H.E.A.T.

The Clerk of the Court and Comptroller is committed to upholding integrity, transparency and neutrality in judicial and governmental processes. Clerk of the Court and Comptroller employees ensure quality delivery of services through our motto: Helpfulness, Efficiency, Accountability, and Trust (H.E.A.T.).



HELPFULNESS: We serve the community with professionalism, empathy, and courtesy.



EFFICIENCY: We continually improve our processes to provide timely and cost-effective services. We continually strive to streamline processes, innovate, and expand our knowledge through training. Leveraging technology, we enhance efficiency while safeguarding public results.



ACCOUNTABILITY: Accountability is our cornerstone. We ensure the accuracy of financial reports, meticulously monitor budgets, implement robust financial controls, and transparently publish results. We uphold integrity and transparency in all operations and decisions.



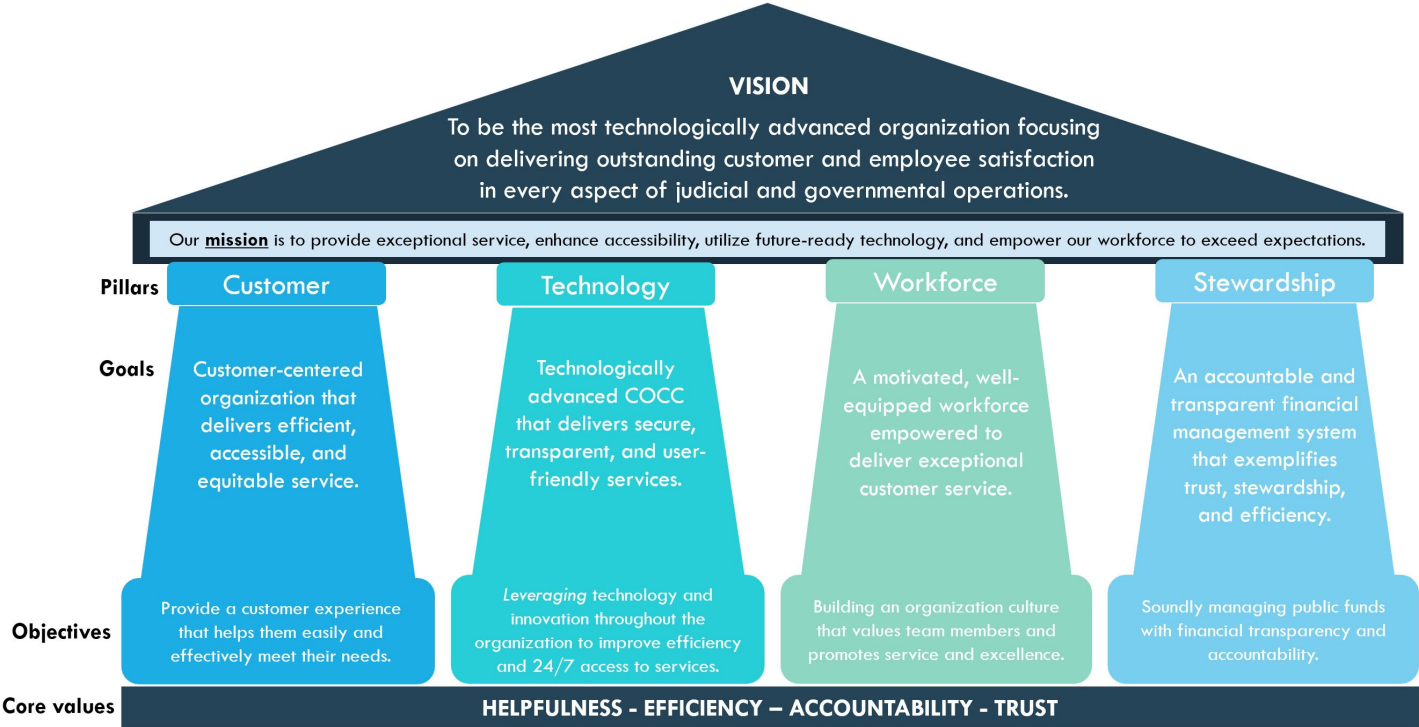
TRUST: We earn trust by always taking our duties seriously, performing them ethically and with integrity. We foster public confidence through honesty, ethical conduct, and professionalism.



FOUR PILLARS OF EXCELLENCE

Our strategic plan is based on four pillars of excellence. Each pillar directly supports the mission and vision and defines clear objectives and outcomes to guide the Clerk of the Court and Comptroller’s operations.

Each pillar is comprised of several goals and objectives of which are supported by key performance indicators and departmental metrics.



PILLAR 1:

CUSTOMER SERVICE AND EXPERIENCE (CE)

Exceptional customer experience that delivers value, satisfaction, and trust to the residents by enhancing accessibility, responsiveness, and transparency across all public-facing services.

Desired outcome: A customer-centered organization that delivers efficient, accessible, and equitable service.

Goal CE1 – Accessibility to services and elevated customer experience

CE1.1 - Provide 24/7 online and in-person access to court services, ensuring prompt and accurate responses to customer needs

CE1.2 - Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate

CE1.3 - Foster a culture of empathy, professionalism, and proactive problem-solving in every customer interaction

Goal CE2 – Timeliness and operational efficiency

CE2.1 - Reduce service turnaround times by streamlining workflows and adopting automation

Goal CE3 – Transparency and accountability

CE 3.1 - Maintain clear, accurate communication and real-time case and financial information accessible to customers

MOBILE UNIT SERVICES

- ✓ COLLECT COURT FEES FOR FELONY, MISDEMEANOR, TRAFFIC, AND PARKING RELATED CASES (CREDIT CARD ONLY)
- ✓ OFFER A PAYMENT PLAN FOR FELONY, MISDEMEANOR, AND TRAFFIC CASES ONLY
- ✓ REINSTATE MIAMI-DADE COUNTY DRIVER'S LICENSES FOR TRAFFIC CITATION SUSPENSIONS (VALID, UNEXPIRED LICENSE REQUIRED)
- ✓ PROVIDE AFFIDAVIT'S FOR REINSTATEMENTS FOR CRIMINAL, FELONY, OR MISDEMEANOR RELATED SUSPENSIONS ONLY
- ✓ CLERK CERTIFICATES (CERTIFIED CLOSED CASE DISPOSITIONS FOR FELONY, MISDEMEANOR, AND TRAFFIC CASES)
- ✓ GET CERTIFIED COURT RECORDS FOR MIAMI-DADE COUNTY MARRIAGES, DIVORCES, CIVIL, AND TRAFFIC CASES, PLUS OTHER PUBLIC RECORDS AS ALLOWED BY LAW.
- ✓ ISSUE MIAMI-DADE COUNTY RELEASE CERTIFICATES FOR VEHICLES WITH HELD TAGS OR TOWED DUE TO UNPAID PARKING CITATIONS (FULL CITATION PAYMENT REQUIRED)
- ✓ ASSIST WITH COUNTY CIVIL CASE FILINGS (SMALL CLAIMS, LANDLORD AND TENANT EVICTIONS)
- ✓ PROVIDE INFORMATION AND FORMS TO SEAL AND EXPUNGE CRIMINAL RECORDS





PILLAR 2:

TECHNOLOGY AND INNOVATION (TI)

Leverage technology to modernize systems and tools to enhance performance, strengthen transparency, and improve efficiency, while safeguarding data integrity.

Desired outcome: A technologically advanced Clerk of the Court and Comptroller office that delivers secure, transparent, and user-friendly services.

Goal TI1 – Digital transformation and innovation

TI1.1 - Upgrade legacy systems and migrate services to secure, modern digital platforms

TI1.2 - Deploy effective and reliable technology solutions that support our services

Goal TI2 – Expanded automation and responsible AI adoption

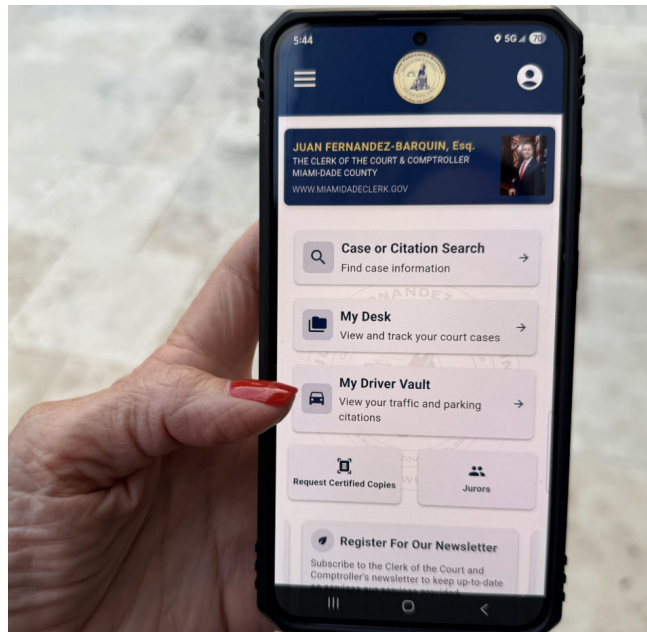
TI2.1 - Implement responsible AI and automation to enhance speed, accuracy, and access to services

Goal TI3 – Improved data analytics capabilities

TI3.1 – Develop and utilize data dashboards to measure performance, inform decisions, and promote transparency

Goal TI4 – Hardened cybersecurity and compliance standards

TI4.1 - Maintain the highest standards of data protection, privacy, and system reliability



PILLAR 3:

WORKFORCE EXCELLENCE AND DEVELOPMENT(WE)

A workforce performing at their best while cultivating a skilled, engaged, and diverse workforce that reflects the Clerk of the Court and Comptroller's values and drives organizational success.

Desired Outcome: A motivated, well-equipped workforce empowered to deliver exceptional customer service

Goal WE1 – Professional workforce

WE1.1 - Recruit and retain a skilled workforce

WE1.2 - Promote employee development and leadership

WE1.3 - Expand learning opportunities and professional development programs to strengthen staff expertise

Goal WE2 – Engaged and empowered workforce

WE2.1 - Encourage ongoing innovation through staff input, pilots, and partnerships

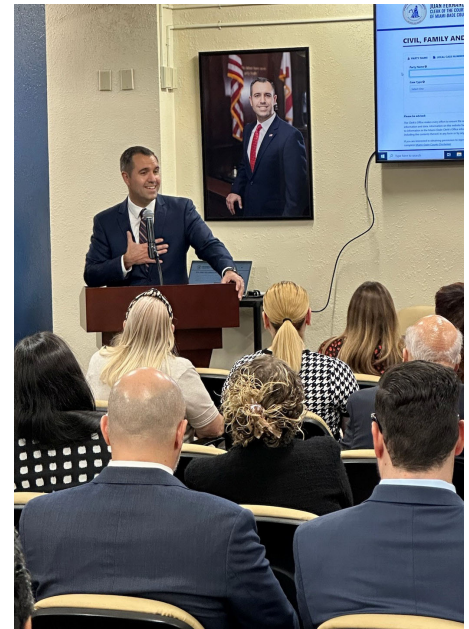
WE2.2 - Implement workforce recognition programs that celebrate staff excellence and service longevity

WE2.3 – Encourage staff participation in decision-making and improvement initiatives

Goal WE3 – Balanced well-being & work environment

WE3.1- Provide safe, supportive, and efficient workplaces that promote balance and productivity

WE3.2 - Effectively utilize and maintain facilities and assets



PILLAR 4:

STEWARDSHIP OF PUBLIC RESOURCES AND RECORDS (SP)

Ensure the responsible management of public resources and trust through transparency, accountability, and efficient financial operations.

Desired Outcome: An accountable and transparent financial management system that exemplifies trust, stewardship, and efficiency.

Goal SP1 - Financial Integrity

SP1.1 - Provide sound financial and risk management

SP1.2 - Strengthen audit functions and financial controls to prevent waste, fraud, and misuse

Goal SP2 - Strategic Resource Allocation

SP2.1 - Prioritize resources for current and future operations based on strategic needs and data-driven decision-making

Goal SP3 - Public Transparency

SP3.1 - Publish financial dashboards and reports that demonstrate responsible stewardship of public resources and records

Goal SP4 - Cost Efficiency

SP4.1 - Continuously identify and implement cost-saving measures without reducing service quality



	Major Funds		Nonmajor Governmental Funds	Total Governmental Funds
	General Fund	Fire Rescue Fund		
REVENUES				
Taxes	\$ 2,305,330	\$ 554,305	\$ 1,402,454	\$ 4,262,089
Permits, Fees and Special Assessments	106,270	54	149,031	255,355
Intergovernmental revenues	384,570	—	934,523	1,319,093
Charges for services	538,748	117,056	158,144	813,948
Fines and forfeitures	23,031	—	26,591	49,622
Investment income (loss)	79,802	11,155	153,256	244,213
Collections in trust	—	—	10,807	10,807
Other	37,977	2,061	72,792	112,830
Total revenues	3,475,728	684,631	2,907,598	7,067,957
EXPENDITURES				
Policy formulation and general government	544,116	—	196,774	740,890
Protection of people and property	1,546,901	653,390	67,156	2,267,447
Physical environment	88,902	—	26,196	115,098
Transportation	83,658	—	139,678	223,336
Human services	98,285	—	275,191	373,476
Socio-economic environment	133,270	—	571,826	705,096
Culture and recreation	232,211	—	212,953	445,164
Debt service:				
Principal retirement	30,864	2,708	194,835	228,407
Interest	7,597	347	196,801	204,745
Other	—	—	4,538	4,538
Capital outlay	62,193	13,306	520,186	595,685
Total expenditures	2,827,997	669,751	2,406,134	5,903,882
Excess (Deficiency) of revenues over expenditures	647,731	14,880	501,464	1,164,075
Other financing sources (uses):				
Long-term debt issued	—	—	283,790	283,790
Premium on long-term debt	—	—	41,420	41,420
Proceeds from the sale of capital assets	—	—	511	511
Lease - Financing Purchases	43,620	—	—	43,620
Lease and SBITA Financing	19,445	—	1,626	21,071
Transfers in	36,281	43,853	492,388	572,522
Transfers out	(832,847)	(10,483)	(965,822)	(1,809,152)
Total other financing sources (uses)	(733,501)	33,370	(146,087)	(846,218)
Net change in fund balances (deficit)	(85,770)	48,250	355,377	317,857
Increase (Decrease) in reserve for inventory	(2,704)	1,332	(13)	(1,385)
Fund balances (deficit) - beginning	905,812	56,587	3,276,862	4,239,261
Fund balances (deficit) - ending	\$ 817,338	\$ 106,169	\$ 3,632,226	\$ 4,555,733

The notes to the financial statements are an integral part of this statement.

IMPLEMENTATION & EVALUATION

The Clerk of the Court and Comptroller will track progress through measurable performance indicators, annual business plan reviews, and transparent reporting. Each department is responsible for implementing a business plan that supports the Clerk of the Court and Comptroller's goals and objectives, providing periodic updates, and ensuring that outcomes align with the vision, mission, core values, and public accountability standards.

THE FUTURE OF THE CLERK'S OFFICE

As Miami-Dade County continues to grow and evolve, the Clerk of the Court and Comptroller remains committed to advancing public service. The future of the Clerk's Office will be defined by modern technology, responsive services, and a workforce empowered to meet the needs of our community.

Through this strategic plan, the Clerk of the Court and Comptroller will continue to transform how services are delivered, ensuring that residents, the judiciary, the legal community, and county government receive services that are efficient, dependable, and delivered with transparency.

Over the next several years, the Clerk of the Court and Comptroller will focus on key areas that will shape the future of public service in Miami-Dade County.

Expanding Digital Access

Residents increasingly expect convenient access to services anytime and anywhere. The Clerk of the Court and Comptroller will continue expanding secure online services and digital tools to make court information, payments, records and filings more accessible to the public.

Leveraging Data and Technology

Modern data tools will allow the Clerk of the Court and Comptroller to continue to improve service delivery. Through improved analytics and digital dashboards, leadership will have greater visibility into operations and performance.

Strengthening Transparency and Public Trust

Transparency remains a cornerstone of the Clerk of the Court and Comptroller. Continued investments in open data, financial reporting, and public information will ensure residents have confidence in the stewardship of public funds and records.

Investing in Our Workforce

The future success of the organization depends on the strength of its people. The Clerk of the Court and Comptroller will continue to invest in professional development, leadership training, and employee engagement to build a workforce prepared for the challenges and opportunities ahead.

Embracing Innovation

As technology continues to evolve, the Clerk of the Court and Comptroller will explore responsible applications of automation and emerging technologies to streamline processes, enhance accuracy, and improve customer experiences.

The Clerk of the Court and Comptroller will remain focused on delivering exceptional service while adapting to the changing needs of Miami-Dade County. By combining innovation, accountability, and a commitment to public service, the Clerk of the Court and Comptroller will continue building a modern organization prepared to serve our community today and into the future.

Contact Us

Oswaldo N. Soto Miami-Dade Justice Center Clerk of the Court and Comptroller

20 NW 1st Ave, Miami, FL 33128 Phone: 305.275.1155

Administrative Services

111 NW 1st St, 17th FL
Miami, FL 33128
305.375.5158

Central Depository (Child Support /Alimony)

601 NW 1st Ct, 16th FL
Miami, FL 33136
childsupport@miamidadeclerk.gov

Civil Court

20 NW 1st Ave, Ste 6.240
Miami, FL 33128
civil@miamidadeclerk.gov

Clerk of the Board

111 NW 1st St, 17th FL
Miami, FL 33128
clerkoftheboard@miamidadeclerk.gov

Clerk Finance

601 NW 1st Ct, 19th FL
Miami, FL 33136
786.469.2499

Code Enforcement

111 NW 1st Street, 17th FL
Miami, FL 33128
cocceappeal@miamidade.gov

Comptroller Audit Operations

111 NW 1st Street, 22nd FL
Miami, FL 33128
audit@miamidadeclerk.gov

Comptroller Finance Operations

111 NW 1st St, 22nd FL
Miami, FL 33128
fn-dept-records@miamidade.gov

County Recorder (Official Records)

20 NW 1st Ave, Ste 5.246
Miami, FL 33128
cocpubreq@miamidadeclerk.gov

Criminal Court

1351 NW 12th St, 9th FL
Miami, FL 33125
criminal@miamidadeclerk.gov

District Court Operations

15555 Biscayne Blvd, Rm 100
Miami, FL 33160
www2.miamidadeclerk.gov/clerkdirect

Domestic Violence

175 NW 1st Ave, Mzzn FL
Miami, FL 33128
cocdomesticviolence@miamidadeclerk.gov

Family Court/Probate

20 NW 1st Ave, Ste 6.240
Miami, FL 33128
family@miamidadeclerk.gov
Probate@miamidadeclerk.gov

Human Resources

175 NW 1st Ave, 27th FL
Miami, FL 33128
HR@miamidadeclerk.gov

Juvenile Court

155 NW 3rd St, Rm 3318
Miami, FL 33128
juvjustice@miamidadeclerk.gov

Legal and Jury Operations

20 NW 1st Ave, Ste 4.213
Miami, FL 33128
jurycoc@miamidadeclerk.gov

Marriage License Bureau

601 NW 1st Ct, 19th FL
Miami, FL 33136
marriagelicense@miamidadeclerk.gov

Parking Operations

601 NW 1st Ct, 18th FL
Miami, FL 33136
www2.miamidadeclerk.gov/clerkdirect

Procurement

111 NW 1st St, 17th FL
Miami, FL 33128
coccpoc@miamidadeclerk.gov

Records Management

9350 NW 12th St
Doral, FL 33172
305.275.1155

Strategic Management and Budget

20 NW 1st Ave, 9th FL
Miami, FL 33128
Cocbudgetoffice@miamidade.gov

Technical Services

601 NW 1st Ct, Ste 2122
Miami, FL 33136
305.349.5900

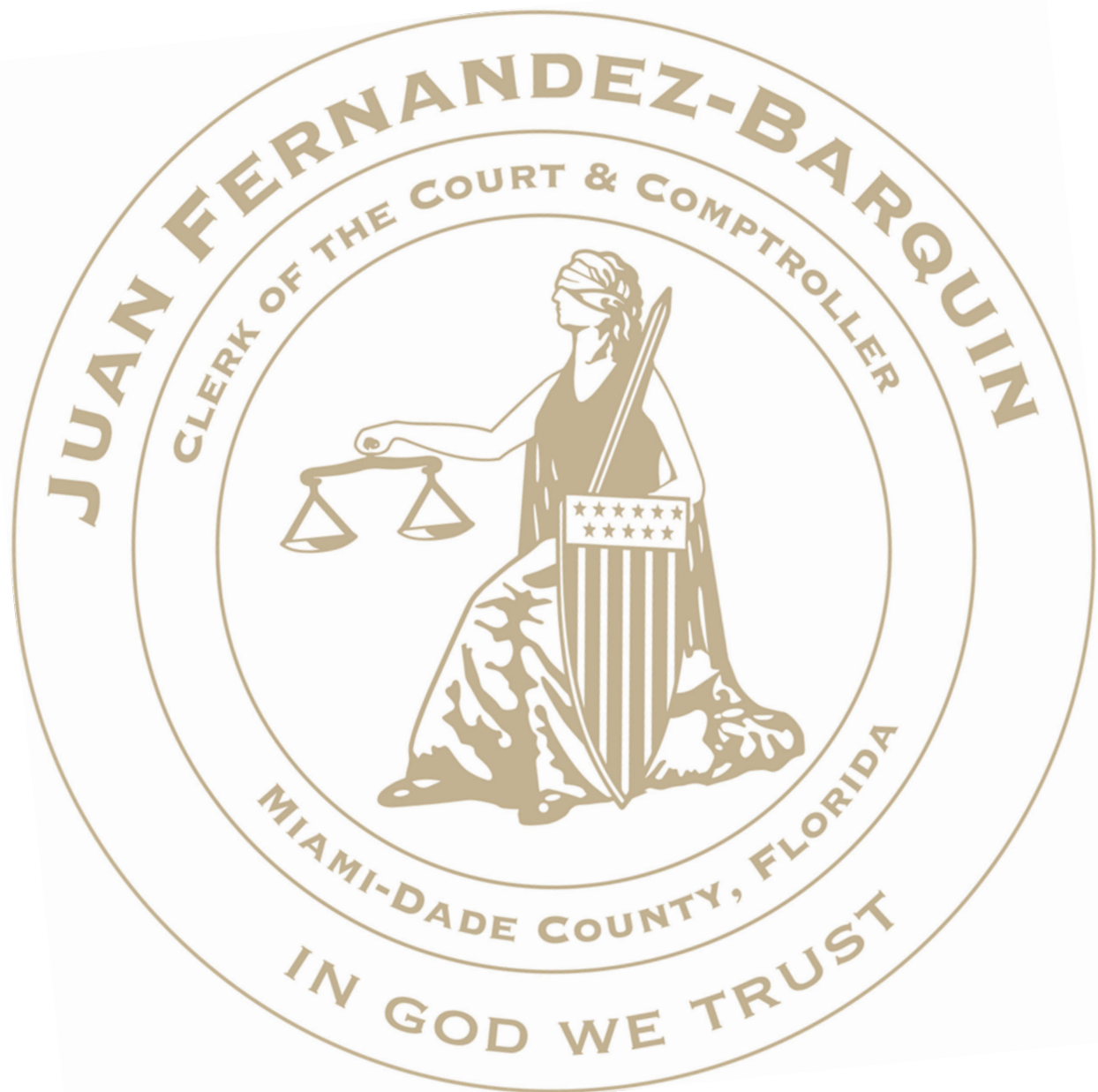
Traffic & Misdemeanor

1351 NW 12th St
Miami, FL 33125
www2.miamidadeclerk.gov/clerkdirect

Value Adjustment Board (VAB)

111 NW 1st St, 17th FL
Miami, FL 33128
vabemail@miamidade.gov

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2026-2029

**CLERK OF THE COURT AND COMPTROLLER
MIAMI-DADE COUNTY**

STRATEGIC PLAN

HELPFULNESS, EFFICIENCY, ACCOUNTABILITY, AND TRUST

**DADE COUNTY
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1925**