

ANNUAL BUDGET

Dwight E. Brock
Clerk of the Court
Collier County, Florida



For the fiscal year
October 1, 2012—September 30, 2013



Dwight E. Brock, Clerk

A Message From The Clerk of the Circuit Court

Mission Statement

“Strive to build confidence in the Clerk’s Office through perceptive planning, efficient operations, and an unwavering commitment to the highest ethical standards for the citizens of Collier County”

To the Citizens of Collier County:

As the elected Clerk of Courts of Collier County, I am presenting to you the fiscal year 2013 budget for Clerk’s office operations.

The Clerk of Courts is a Constitutional officer elected county-wide. Article VIII, section I, (d) of the Florida Constitution establishes the Clerk as “Ex-officio Clerk of the Board of County Commissioners, Auditor, Recorder and Custodian of all County funds.” As Clerk, I take these responsibilities very seriously.

The budget of the Clerk’s office has been prepared based upon conservative funding principles; we budget the minimum necessary to meet the needs of the citizens we serve.

As a fee officer, the budget is presented according to Florida Statute Chapter 218. Section 218.35 provides that each county fee officer establish an annual budget for his office which shall clearly reflect revenues available and functions for which funds are expended. The budget must be balanced; that is, the total estimated receipts shall equal the total estimated expenditures and reserves.

The budget is presented in two parts reflecting costs associated with Clerk of Court related functions and those relating to functions as Clerk to the Board of County Commissioners. The budget relating to the State court system is filed with the Florida Clerks of Court Operations Corporation (CCOC) as well as the Florida Legislature. The budget relating to the requirements of the Clerk as Clerk of the Board of Commissioners, county auditor and custodian of all County funds and other County related duties is approved by the Clerk.

The fiscal year 2013 budget is the result of many staff hours of review and analysis of Clerk activities, analysis of anticipated workloads, and planning for future service enhancements to the citizens of Collier County.

The operating budget totaling \$19,295,292 reflects a decrease of \$661,844 from last year’s budget of \$19,957,136. The decrease is due primarily to reduced capital purchases in the General Fund, Court Technology Fund and the Public Records Modernization Fund.

While this year's budget will meet the minimum needs of our current operations, any opportunity for enhancing operational efficiencies through technology, is very limited at this level of funding. We have a decrease in our technology spending for changes to our court case management software. All but two of our smaller departments have migrated to our case management software. The last two years we have made several purchases and enhancements to our computer systems to provide effective and efficient services to the citizens of Collier County at easily accessible locations and through enhanced internet access using kiosks. In 2012 we enhanced our invoice processing with the implementation of invoice scanning and workflow to streamline the approval process. Our office routinely processes over 80,000 invoices annually.

In our role as accountant and auditor to the Board of County Commissioners our goal is to provide effective checks and balances on the financial activities of the county. Longstanding litigation with the Board of County Commissioner's regarding the Clerk's ability to audit has been resolved. In a last minute agreement reached on the evening of September 29, 2009, all but one item in the litigation between the Board of County Commissioners and the Clerk's office was negotiated. The Second District Court of Appeals of the State of Florida (DCA) issued its opinion on September 23, 2009 reaffirming that the Clerk of Courts is accountant, auditor and custodian of all county funds and is entitled to audit the county for purposes of determining legality of payment. The DCA denied two motions filed by the County; one to rehear the case and the other to certify the case to the Florida Supreme Court. The DCA reaffirmed its rulings to uphold the Clerk's right to audit. The Board of County Commissioners pursued the issue, seeking discretionary review by the Florida Supreme Court and the case was heard on September 2, 2010. On November 10, 2010 the Florida Supreme Court dismissed the appeal of the Board of County Commissioners of Collier County v. Dwight Brock and in doing so reaffirmed the right of the Clerk of Courts to audit all public funds used in county operations. The Florida Supreme Court upheld an earlier decision by The Florida Second District Court of Appeals issued on September 23, 2009.

This budget reflects a return to the pre-2008 budget process with the Board of County Commissioners funding Clerk to the Board functions through a transfer to the Clerk. In 2008, the Board ceased funding the Clerk's operations as Clerk to the Board and the Clerk relied on the income of his office, including interest income, to fund operations. In July, 2009 the Florida Legislature amended Florida Statute 28.33 that had provided interest earned on investments as income to the Clerk. Interest income provided a substantial funding source for Clerk's operations. After July 1, 2009 interest earned is income to the Board. The 2012 budget reflects a small decrease in the operating budgets. This is due to the capital purchases and enhancements made in the last several years, for efficiency and ease of use for citizens of Collier County. Any income in excess of expenditures on non-court activities is considered surplus and is returned to the Board of County Commissioners at the end of the fiscal year.

In 2009, the State changed the procedure for the court funded budgets. Revenues previously considered revenue of the Clerk are now revenues of the State and funding for the court budget is provided by an appropriation from the State of Florida. Effective July 1, 2009, the state changed the Clerk's court budget fiscal year for court functions to operate on the state cycle July 1 to June 30th of each year. As Clerk to the Courts, fees charged are governed by statute and the court budget is submitted to the State by October 1, 2011 for the year July 1, 2012 through June 30, 2013 for approval. The budget included on the following pages incorporates nine months of the State budget for

fiscal year 2013 (September 2012 through June 2013) and the first three months of the State fiscal year 2014 (July 2013 through September 2013) that was submitted to the State on October 1, 2011. For fiscal year 2012, the Collier Clerk's office was again a "donor" county, returning \$777,294 to the State.

This budget includes decreased funding for capital technology enhancements for both court and non-court operational and financial software. In the past two years we have aggressively enhanced the Court Records Information System (Showcase court software) integrating Court records, streamlining search capabilities and providing additional public access. Additional functionality of SAP financial modules (such as our Dolphin AP improvement project) will provide greater system interface capabilities, enhanced public information and streamline our ability to accurately maintain and report on the financial activities of the Clerk's office, the Board of County Commissioners and the Supervisor of Elections.

The Florida state legislature passed several laws in recent years that have affected the budget process. Beginning on July 1, 2011, all employees are required to contribute three percent to the Florida Retirement System toward their pensions. This decision is being reviewed through the courts and may be reversed. The State has continued to reduce the court appropriation budget from \$9,228,000 in FY2008 to the current court appropriation of \$8,131,205 while placing more reporting requirements upon our offices. The last three years the General Fund budgets have also had reductions each year. In order to meet these reduced funding levels our office has not given any raises for the last six years, as employees terminate, positions have been left vacant and at various periods all employees have been required to take mandatory furlough days. While these cost cutting measures have enabled us to meet our budgetary constraints, they place a burden on staff and management to continually develop innovative methods to sustain operations that effectively serve the public.

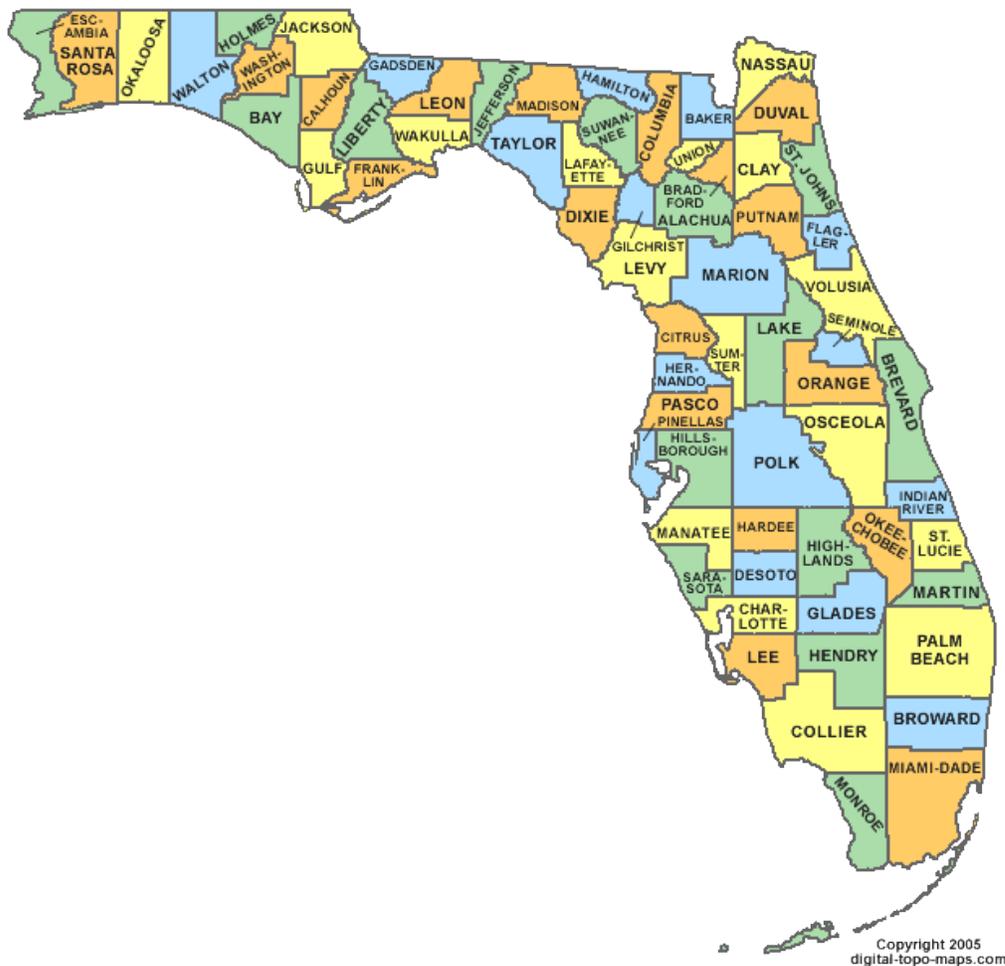
The fiscal year 2013 budget reflects the minimum funding necessary to serve the citizens of Collier County. Entering my 21st year serving the community as Clerk of Courts, and Clerk to the Board provides challenges and opportunities. We are committed to meeting the challenges of these tough economic times by streamlining operations and hard work. I appreciate the opportunity to serve the community and the ongoing support I have received from the Citizens of Collier County.

If you should have any questions or comments regarding the budget of the Clerk's office please contact me at (239) 252-2745 or Crystal K. Kinzel, Finance Director at (239) 252-6299.

Sincerely,

Dwight E. Brock,
Clerk of Courts

“The Constitution of the State of Florida grants the power and authority of auditor and custodian of county funds to the Clerk of the Circuit Court”



ANNUAL BUDGET - 2013
CLERK OF COURTS
COLLIER COUNTY, FLORIDA

CLERK OF COURTS
Dwight E. Brock

DIRECTOR OF COURTS
Jill M. Lennon

DIRECTOR OF MANAGEMENT INFORMATION SERVICES
Marc D. Tougas

DIRECTOR OF HUMAN RESOURCES
Thomas C. Whitecotton

DIRECTOR OF COMMUNITY OUTREACH
Robert D. St. Cyr

DIRECTOR OF FINANCE & ACCOUNTING
Crystal K. Kinzel

BUDGET PREPARATION:
Raymond L. Milum, Jr.
Clerk Fiscal Operations Manager
H. Anthony Bermudez
Senior Accountant



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Collier County Clerk of the Courts
Florida**

For the Fiscal Year Beginning

October 1, 2011

Linda C. Davison Jeffrey R. Egan

President

Executive Director

The Government Finance Officers Associations of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Collier County Clerk of the Courts, Florida for the Annual Budget beginning October 1, 2011. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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HISTORY & COMMUNITY

History

In 1922, Barron Giff Collier purchased 2,025 square miles of land on the southwest coast of Florida that in 1923 became Collier County, the largest county in the State of Florida. Barron Collier recognized the need for the infrastructure to bring economic development to the region. Using more than one million dollars of his own money, he funded the construction of the Tamiami Trail connecting Tampa and Naples to Miami. This road was completed in 1928 opening the doors of Collier County to growth and economic development.

The Clerk of the Circuit Court of Collier county is an independently elected Constitutional Officer and Public Trustee whose responsibilities include Accountant, Auditor, Keeper of Court and Public Records and “Watchdog of all Public Funds”. The Clerk is one of five Constitutional Officers elected county wide (Sheriff, Property Appraiser, Tax Collector and Supervisor of Elections are the others.)

The Clerk’s role is defined by the Florida Constitution of 1838 and Florida Statutes to ensure a critical system of “checks and balances” to protect and serve the citizens and taxpayers of Collier County by making sure that all taxpayer dollars are spent lawfully.

Education

The School District of Collier County operates fifty schools, including two charter schools. The district serves a total student population of 42,822. There are thirty elementary schools, eleven middle schools and eight high schools, and a Pre-K through 12 school (Everglades City School). Additionally, Collier County has twelve Alternative School programs. The Lorenzo Walker Institute of Technology (LWIT) serves nearly 1,700 work force education adult students during any given semester. The Immokalee Technical Center (TECH) serves 275 adult students and 270 dual enrolled high school students each semester. The school system employs nearly 3,000 teachers, 49% with advanced degrees. Nearly 52% of the public school population is “economically needy.” Close to 47% of public school students live in non-English speaking homes.

There are three colleges that are located in Collier County: Ave Maria University, Hodges University and Edison State College. Ave Maria University is a private catholic university that offers both undergraduate and graduate programs including a law school. Hodges University is a private four year college that offers bachelors and master’s degrees in 19 disciplines. Edison State College, with campuses in Naples and Ft. Myers, offers both two year and four year degree programs.

There are additional universities serving the region. Florida Gulf Coast University offers numerous undergraduate and graduate programs. Barry University offers over 50 graduate degrees and over 60 graduate programs. Although the main campus is located in Miami, Barry University offers programs on Florida’s West Coast in cooperation with an Educational partnership at Edison State College. Nova Southeastern University, the nation’s 6th largest not-for-profit, independent university located in Fort Lauderdale – an hour’s drive from Collier County - offers both undergraduate and graduate programs. University of Florida Extension Services is a land-grant with research based information through an Extension Office in Immokalee.

Recreation

Big Cypress National Preserve and Everglades National Park are both part of the Florida Everglades. The county is home to three state parks and an Audubon sanctuary; Collier-Seminole State Park, Fakahatchee Strand, Delnor-Wiggins Pass State Park and the Corkscrew Swamp Sanctuary. Collier County Parks & Recreation department's nine community parks, three regional parks, eight beach access parks, four boat launch/marinas, the Caribbean Gardens Zoo, and two specialty BMX Skate Parks provide a wide variety of recreational opportunities. The North Collier Regional Park includes a large water park, fitness center, eight tournament soccer fields and five tournament softball fields.

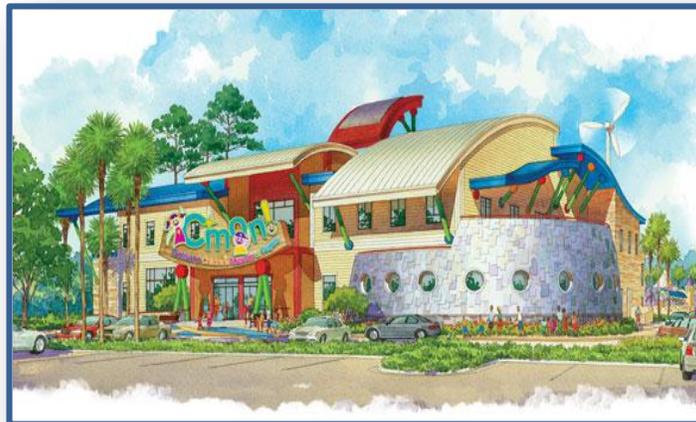


Naples Botanical Garden

The Naples Botanical Garden is a world class sub-tropical garden paradise that opened in November 2009. With over 70 developed acres and 7 gardens, Naples Botanical Gardens is the second largest garden in the state of Florida. Located in one of the County's two community re-

development areas, the Gardens bring enhanced tourism to the area. The Garden offers a Lifelong Learning Series along with Lectures & Workshops for adults, providing the chance to acquire an appreciation for new interests. Summer Camps and self-guided tours for teachers and students are also offered.

2012 marked the opening of the Golisano Children's Museum with a mission "to provide an exciting, inspiring environment where children and their families play, learn and dream together. The museum features a two-story 30,000 sq. ft. cultural institution including 10 permanent and temporary exhibits. The exhibits blend state-of-the-art technology with a replication of the natural world and human communities. The Golisano Children's Museum will be a LEED green building certified by the United States Green Building Council. This will be the first green museum in Collier County and will serve as an educational learning lab as to how visitors can make their own residences green. Environmentally friendly features in common include recycled materials, rainwater harvesting, natural sunlight, a wind turbine and low VOC paints throughout. These features make the museum a much safer, healthier space for children.



Collier County has over 80 public, private, and resort golf courses and hosts two professional golf tournaments – The Shark Shootout and The ACE Group Classic. Since 2000, Tiburon Golf Club (located in Naples, FL) has hosted The Shark Shootout – a PGA TOUR sanctioned event. The tournament, widely regarded as the PGA TOUR’s premier post-season event, raises funds and awareness for CureSearch for Children’s Cancer. Since 1988, The ACE Group Classic has been played on golf courses throughout Collier County. The Tournament annually attracts one of the strongest fields of competitors on the Champions Tour and benefits The Education Foundation of Collier County, Northside Naples Kiwanis Foundation, and The First Tee Naples/Collier.

Healthcare

The healthcare industry is the 4th largest industry in Collier County, employing more than 13,000 people. NCH Healthcare System has three locations in Collier County, while Health Management Associates, Inc. has two locations. As the Collier County population matures, employment in the healthcare and related industry will continue to be a larger part of the overall job market.

Utilities

The area’s electric utility service is provided by Florida Power & Light and Lee County Electric Cooperative. Telephone service is provided by Embarq. There is natural gas service provided by TECO/Peoples Gas. Cable service is provided by Comcast. Water and sewer services are provided by Collier County, City of Naples and Immokalee. Waste Management of Collier County provides waste removal service.

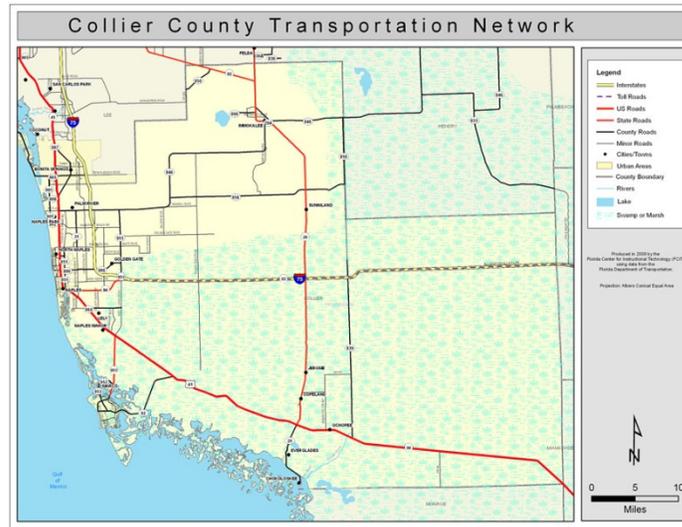
Public Safety

The County is served by the Collier County Sheriff’s office and a small unit of Florida Highway Patrol. The Sheriff operates the County Jail. There are two municipal law enforcement agencies, one in Marco Island and one in the City of Naples. Citations and other court activities flow from the actions of these agencies.

TRANSPORTATION & DEMOGRAPHICS

Highways

The main north-south highway is Interstate 75; the highway stretches from the Lee County line on the north to Miami-Dade County in the east. Transportation and road expansion are primary concerns of the citizens. The recent expansion of I-75 from four to six lanes between Ft. Myers and Naples has enhanced north-south access and opened both tourism and workforce markets.



Airports

Southwest Florida International Airport, located in South Ft. Myers, handles the majority of the commercial air traffic for the region.

The county is home to three executive airports. Collier County is served by the Naples Municipal Airport. This small airport offers connections through Yellow Air Taxi and Continental Connections. The Marco Island Executive Airport provides “red carpet service” for tourists, clients and residents flying into and out of Southwest Florida. Immokalee Regional Airport is located within 2 miles of Ave Maria University and is home to the Florida Tradeport, a growing service airport strategically located between Miami and Naples. This airport is also host to a manufacturing incubator business to assist in growing small local businesses. The Everglades Airpark is adjacent to Everglades National Park, providing sportsmen and tourists easy access to explore the Everglades.

Bus Service

Greyhound Bus Lines, with a terminal located in Naples provides a daily nationwide transportation service. Collier Area Transit (CAT), operated by Collier County, provides local bus service.



Railways

Seminole Gulf Railway operates over 115 miles of track in Florida connecting with the national rail system at Arcadia and Oneco south to Naples. Seminole Gulf Railway is the freight railroad in Southwest Florida that provides connecting truck distribution services to off rail system accounts.

Demographics

Collier County experienced tremendous growth in population over the past three decades. The permanent population increased from approximately 38,000 residents in 1970 to 321,520 in 2010. Since 2000, the county's population has increased by 27.9%. However, in the last two years, the county's growth has leveled off due to a national economic downturn and a significant decline in the housing market. Despite the recent economic difficulties, the county's population is expected to grow to 450,000 by the year 2030.

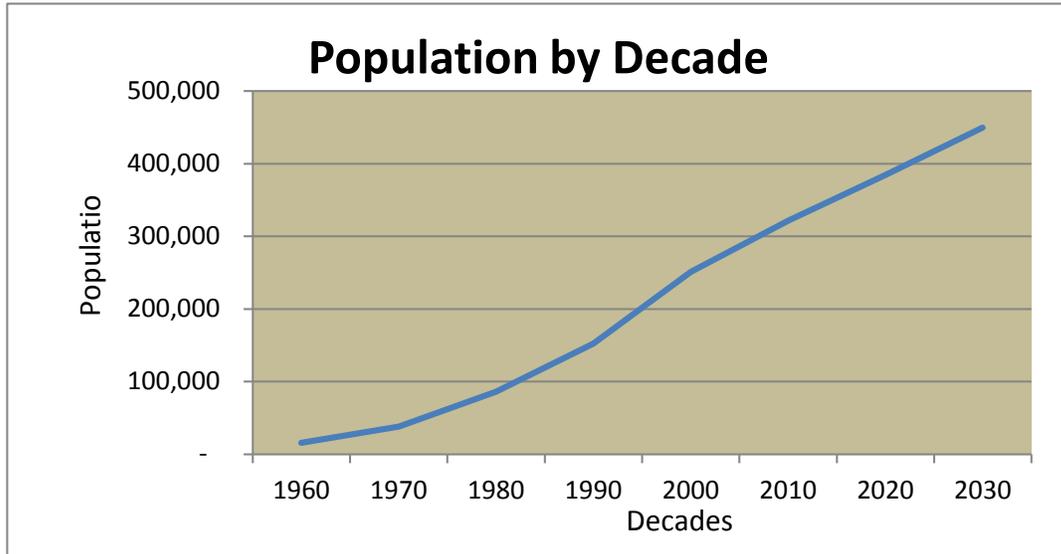
Collier County continues to be a favorite tourist destination during the winter months between November and April when the population rises by an estimated one-third. The estimated seasonal population for 2010 was 416,510. Additionally, areas within Collier County experience population increases due to the influx of migrant farm workers during a variety of crop seasons.

Collier County's median age is 46.9 years compared to the United States median age of 35.8 years. While Collier County remains a popular retirement community, 73.6% of its population is younger than age 65. The U.S. Census Bureau reported Collier County's population by race in 2010 as follows: 58.0% White Non-Hispanic; 25.9% Hispanic or Latino origin; 6.6% African American; and 9.5% Other.

The U.S. Census Bureau estimated that the median household income in 2010 was \$52,730. According to the Bureau of Labor Statistics, the unemployment rate in Collier County as of June 2011 was 12.2%, compared to 12.3% at the same time in 2010. The high unemployment rate can be attributed to the decline in construction jobs. The total number of people reported as employed in Collier County has declined from 145,362 in 2008 to 140,822 in 2010.

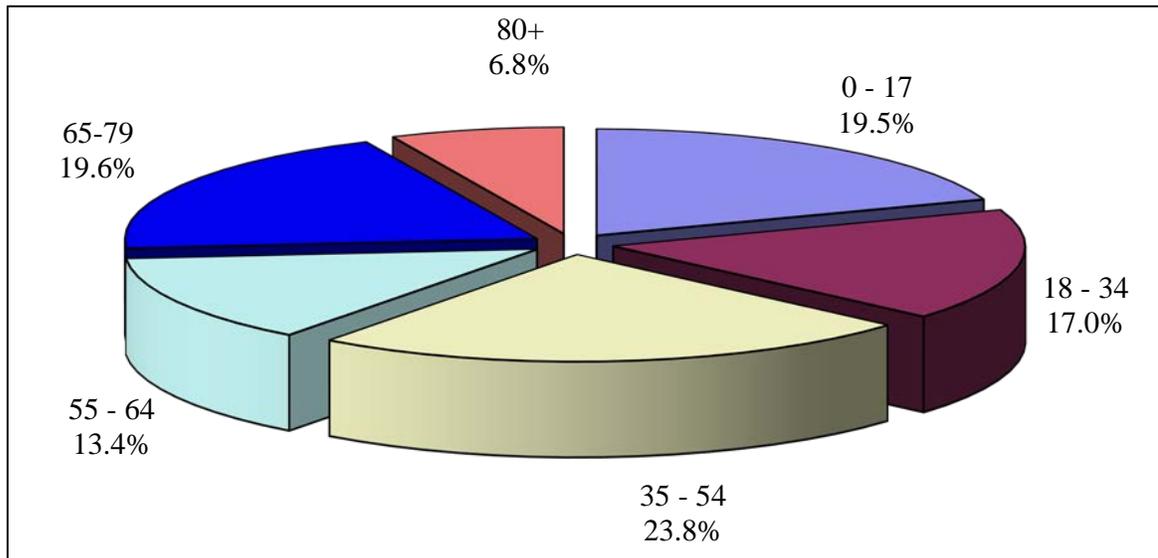
Collier County's foreclosures are some of the nation's highest; creating ongoing economic changes with the decline in the taxable values of homes from 2007 through 2011. A slight recovery is indicated with the 2012 increase and 2013 projected increase in taxable values.

POPULATION GROWTH AND PROJECTIONS
1960 - 2030



Source: Economic Development Council of Collier County.

AGE DISTRIBUTION – 2011 PROJECTED



Source: University of Florida, Bureau of Economic and Business Research

STATISTICAL COMPARISON

This is a statistical comparison of Collier County to other Florida Counties. The Board of County Commissioners requires this annual comparison.

CLERK OF THE CIRCUIT COURT	Collier	Charlotte	Lee	Manatee	Martin	Sarasota
Clerk of the Circuit Court Budget SFY 2011-12 ¹	\$ 8,131,305	\$ 3,856,524	\$ 12,221,564	\$ 6,190,308	\$ 3,628,113	\$ 7,997,087
- Non-Court Board Funded Operations FY 2011-12 ⁴	\$ 7,412,000	\$ 2,731,013	\$ 7,264,473	\$ 7,708,241	\$ 1,042,663	\$ 7,959,360
Total combined	\$ 15,543,305	\$ 6,587,537	\$ 19,486,037	\$ 13,898,549	\$ 4,670,776	\$ 15,956,447
Clerk of the Circuit Court Positions SFY 2011-12 ¹	125.91	65.86	223.06	153.70	65.73	141.72
Clerk Non-Court Positions	74.09	53.14	111.94	202.30	26.39	81.28
Total Employees	200.00	119.00	335.00	356.00	92.12	223.00
Actual Cases for SFY 2011-12 ¹	83,791	38,320	204,188	90,404	51,169	127,095
Demographics ²						
Population, 2011 (Estimate)	321,520	160,511	631,330	327,142	147,495	382,213
White Non Hispanic	60.5%	85.7%	65.8%	66.6%	16.4%	83.5%
African American	6.8%	5.3%	7.9%	9.1%	5.3%	4.8%
Asian	1.2%	1.4%	1.5%	1.6%	60.0%	1.3%
Other	5.2%	1.7%	6.2%	7.6%	5.9%	2.2%
Hispanic or Latino Origin	26.3%	5.9%	18.6%	15.1%	12.4%	8.2%
Population Under the Age of 65 ²	65.0%	72.8%	75.7%	76.4%	72.3%	68.0%
Population, % change (2000 - 2010) ²	27.9%	13.0%	40.3%	22.3%	28.0%	16.4%
Per Capita Personal Income, 2011 (Estimate) ²	\$ 34,190	\$ 28,875	\$ 25,857	\$ 24,341	\$ 33,164	\$ 30,816
Median Household Income, 2011 (Estimate) ²	\$ 50,564	\$ 41,190	\$ 45,266	\$ 43,234	\$ 50,022	\$ 47,189
Crime Data (Reported Offenses) 2011 ³	3,334	2,018	8,585	6,406	1,828	6,265
% change (2010 - 2011)	-5.8%	-0.7%	-12.4%	-15.5%	-7.6%	-17.7%
Labor Force (Estimate) ²	149,560	65,066	280,848	146,613	67,310	169,747
Unemployment, 2011 (Estimate) ²	9.6%	12.1%	14.2%	12.3%	11.5%	11.3%
Median Home Value, 2011 (Estimate) ²	\$ 242,700	\$ 134,200	\$ 128,300	\$ 155,400	\$ 205,000	\$ 163,800
Total County Square Miles (Land Area) ²	2,025.5	693.7	803.6	893.0	1,663.0	725.0

¹SFY 2011 - 12 Clerk Budget, FTEs, & Case information obtained from the Florida Clerks of Court Operations Corporation (FLCCOC)

²American Fact Finder (<http://www.factfinder2.census.gov>)

³Florida Uniform Crime Report - 2011 Semi-Annual Statewide County Report (1/11 - 6/11)

⁴FY 2010-11 Collier County Clerk of the Court Non-Court General Fund Annual Budget (pg. #3)

CITIES

Naples

The first settlers arrived in Naples in the late 1860's. They were Roger Gordon and Joe Wiggins. Two inlets and a river still bear their names. Founded by Walter N. Haldeman, a wealthy Kentuckian, the Naples Town Improvement Company purchased the entire town of Naples. The company built a 600 foot pier that extended into the Gulf of Mexico. The pier allowed large ships to dock to support the commerce trade between Naples, Cuba and other ports along the Gulf of Mexico.

The city experienced its first significant growth with arrival of the railroad, the Seaboard Airline Railway, in 1927. The second significant growth period was during World War II when the U.S. Army used Naples as a training facility for combat pilots. After the war, many of the army personnel returned to Naples which facilitated the building of new developments and businesses.

Naples is the largest city in Collier County. Naples has an estimated full time population of 19,537; however, from November to April the population swells to over 33,000, as part-time residents migrate from the Northern States to the sunny South. The U.S. Census Bureau estimated Naples' 2010 population by race was 90.0% White Non-Hispanic, 4.2% African American, 4.5% Hispanic or Latino, and 1.3% Other. The U.S. Census Bureau also estimated Naples' median age in 2010 to be 64.2 years. Based on the census, Naples and the surrounding area have one of the highest per capita incomes in the state. Naples' per capita income is estimated to be \$75,910, compared to the state average of \$24,272. The median income for a household in the city is \$73,479 and the median income for a family is \$110,278 (per capita).

Marco Island

William Thomas Collier arrived on the north end of Marco Island in 1870. He arrived with his wife and nine children. Collier's son, William D. Collier opened the first hotel and was one of the island's most famous entrepreneurs. On August 28, 1997 Marco Island elected to incorporate.

Marco Island is a small island on the edge of the Gulf of Mexico with 6 miles of beach and over 100 miles of waterways within its 24 square miles. The U.S. Census Bureau estimated Marco Island's permanent population to be 16,413 in 2010 with a peak winter seasonal growth to 35,000. Population by race was estimated to be 95.9% White Non-Hispanic, 0.5% African American, 2.0% Hispanic or Latino, and 1.6% Other. The median age was estimated to be 63.6 years. The per capita income in the city is \$52,089 and the median income for a family is \$86,138.

Everglades City

Everglades City, once the County seat, is the County's oldest city. The Calusa Indians lived in and around Everglades City until a handful of white settlers moved into the area along the Allen River. More settlers moved to the area once Barron Collier made Everglades the headquarters for his Tamiami Trail road building company. The first permanent residents were the families of John Weeks and William Smith Allen. The town's first transportation link came when Collier built a railroad connecting the city to Deep Lake. The Atlantic Coast Line purchased and refurbished the railroad in 1927. The completion of the Tamiami Trail was a second life line for the city. The city grew to include a hospital, movie house, library, and two hotels. The growth of the city continued through the years based on sponge fishing, shrimping, and stone crabbing until the county seat moved to the current location closer to Naples. Since then, Everglades City has continued as a quiet local fishing village and serves as the gateway to 10,000 islands and Everglades National Park.

The U.S. Census Bureau estimated the population to be 400 in 2010. The racial makeup of the city is 92.3% White Non-Hispanic, 0.8% African American, 3.5% Hispanic or Latino, and 3.4% Other. The median age is 52.5 years. The per capita income for the city is \$27,361.

The largest area in the county remains unincorporated. The area is serviced by the county wide government and contains the current county seat. The Clerk of Courts is elected county-wide, services all 2,025 square miles and the County's entire population.

ECONOMIC CONDITIONS

The major industries within Collier County are leisure & hospitality, retail, professional & business services, construction, educational & health services, government, natural resources & mining, financial services, transportation & utilities, manufacturing, trade, and information. All industrial sectors have achieved substantial growth since the early '70's. The Milken Institute annually does a study that ranks the largest 200 U.S. metropolitan areas in the nation based on economic performance and ability to create, as well as keep, the greatest number of jobs. The Naples- Marco Island MSA currently ranks 83rd, down from 6th a year ago. This is due to the economic downturn, which has hit Naples-Marco Island, and the State of Florida, particularly hard. These economic difficulties are expected to continue into the next calendar year, but it is expected that, as the economy recovers, the strong growth in wages and jobs that was experienced in prior years will resume.

Historically, employment within the County has varied significantly throughout the year due to the large influx of tourists and seasonal residents during the winter months coupled with seasonality in the agriculture industry. The average number of people employed in 2011 was 105,120. The following table identifies the top employers in Collier County in 2012.

Top Employers

<u>Company</u>	<u>Employees</u>
Collier County Public Schools	5,365
NCH Healthcare System	3,007
Publix Supermarkets	2,214
Collier County Government (non-Sheriff)	1,946
Wal-Mart	1,574
Collier County Sheriff's Office	1,367
Winn-Dixie Stores, Inc.	760
Ritz Carlton, Naples	758
Marriott Corporation	743
Fifth Third Bank	733

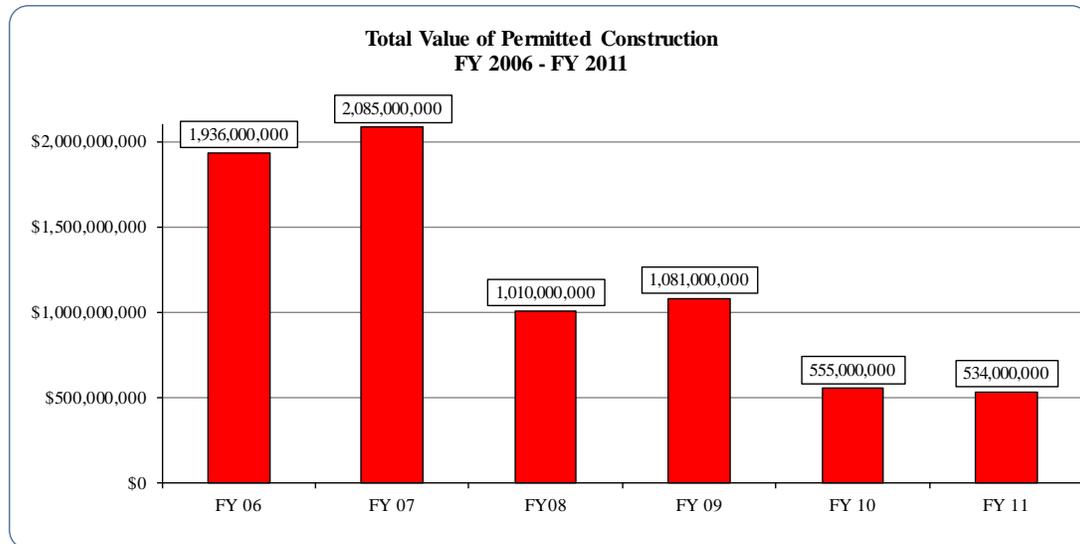
Source: www.eflorida.com

During 2011, the trade and transportation & utilities industries employed an average of 21,400 people. Retail shopping has declined due to the economic downturn, resulting in slowing tourist and construction industries that Southwest Florida relies upon. The consumer trade industry provides 194% of wage and salary jobs in the County. Industry workers experienced average annual earnings of \$35,800 during the 2011 fiscal year.

According to the Florida Agency for Workforce Innovation, the education & health sector employs 15.5% of the wage and salary work force with \$49,000 in average annual wages. These jobs have traditionally been some of the fastest growing occupations in Collier County. This industry has seen annual growth rates of 6.00% or better since 2000.

The leisure & hospitality sector employed 20,800 people in 2011 with an average annual wage of \$26,800. This represents 19.0% of all private industry jobs in Collier County. Over the last several years, the leisure & hospitality industry has been hit hard by the economic downturn, but this is expected to improve as the economy recovers.

Construction companies located in Collier County provided just over 8,800 jobs, or 8.3% of the overall workforce. The construction industry generates 11% of all wages earned, with an average income over \$40,400. In 2011, there were 767 new homes and 55 new multifamily units permitted. The following graph shows the total value of construction permitted from 2006 to 2011.



Source: Economic Development Council of Collier County

Professional & business services accounted for 12,000 jobs in 2011, with an average annual salary of \$52,800. These positions include professional, scientific & technical services, management, administration & support, and remedial services.

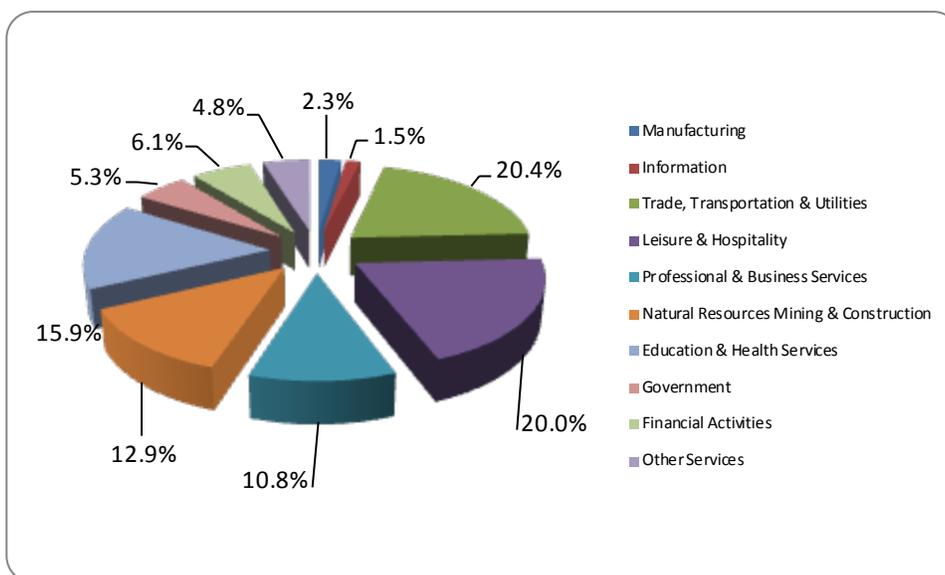
Collier County is one of the highest producing agricultural counties in the United States. Natural resources and mining remained steady in available jobs during 2011 with 9,100 total employees. Farming activities are located 40 miles inland and surround the community of Immokalee. Major crops include tomatoes, peppers, cucumbers, melons, and citrus. Beef cattle are also a significant farming commodity. Included in the natural resources sector are landscaping services, forestry, farm services and commercial fishing.

Financial services account for 6.1% of the wage and salary work force in Collier County. During 2011, financial services and real estate provided 6,400 jobs and generated 10.0% of all wages earned. Average annual earnings were approximately \$66,400.

Government is the other major employer in the area and represents 12.2% of total jobs. The Collier County School Board, local municipal governments, and the County and its Constitutional Officers employ these positions. The people employed by this segment represent approximately 13,400 jobs and an average salary of \$52,500.

The remaining workforce consists of industries including manufacturing, information technology, communications, and other unclassified positions. The following pie chart provides a summary of employment by industry in Collier County.

Employment by Industry - 2010



Source: Florida Agency for Workforce Innovation, Labor Market Statistics

FY2008 and FY2009 saw a significant increase in housing foreclosures while in FY 2010 through FY 2012 the number of foreclosures stabilized. The prior increase in foreclosures is primarily due to the economic downturn. In FY 2013 we expect a leveling in the foreclosure filings and the State of Florida has asked all Clerk's offices to clear the foreclosure backlog of cases. The current market adjustment in housing should moderate housing costs and provide additional available affordable housing. County wide Ad Valorem Tax base has declined. The number of foreclosures will impact the overall economic conditions in Collier County. The Clerk's Office has experienced a significant decrease in recording revenue associated with home sales and an increase in court related foreclosure fee revenue.

On June 15, 2007 the Florida Legislature adopted a tax reform package that included statutory revisions including local government tax levy caps. In 2009, the Legislature continued altering local funding including a change in the Clerk to Court fiscal year and funding source. In 2010 the State Legislature implemented additional local caps and limits on revenues. In order to meet the growing demands on the court systems, Clerk's operations and the effects of the economic downturn, conservative budgeting of revenues and cost reductions where possible, were implemented.

In FY 2013 we have a slight decrease in our overall budget from FY 2012. While most of the budget has remained relatively flat, we do have a decreased budget in capital improvements as a result of purchases made in the last two years to enhance productivity and ease of use to the citizens of Collier County.

IN SUMMARY

Collier County's economy is less volatile than most, even in nationally declining economic times. With a strong financial base, strong infrastructure, proximity to world-class ports and airports, low tax rates, and beautiful beaches, the "Paradise Coast" of Naples, Marco Island, and the Everglades provides an exceptional place to live, work and visit.

Collier County's future job growth is projected to remain steady in spite of the downturn in the state and national economy and recent declines in the construction industry.

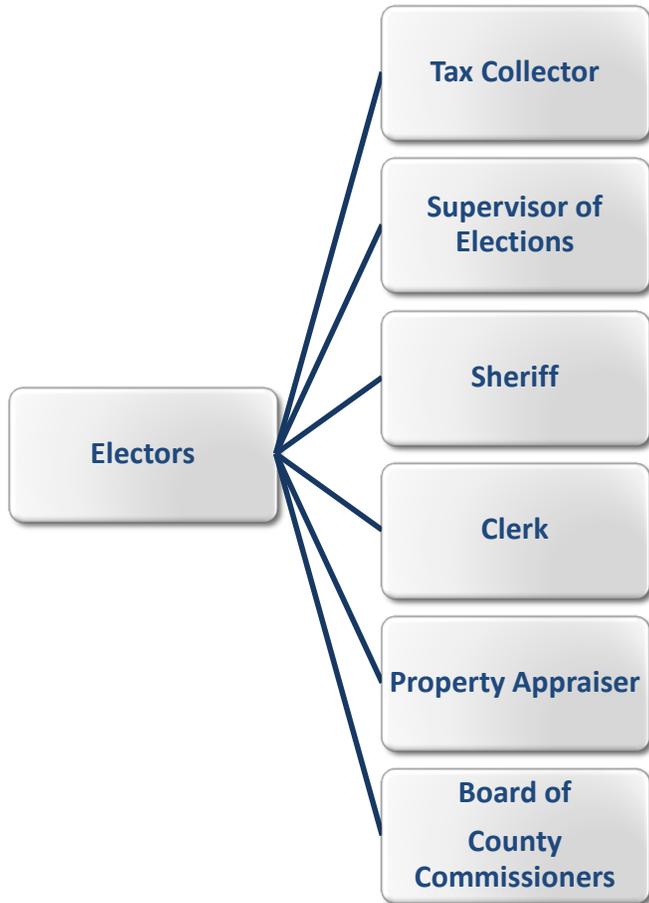
Collier County's industry focus on clean, alternative energy, computer software and services, and healthcare should provide a strengthened economic base.

Collier County saw a slight economic improvement in 2012. Consensus opinion is that conditions will not immediately return to the incredible growth seen in 2007 and 2008. However, a correction of housing market costs and an improved job market should assist in a more rapid recovery than in other parts of the country. We are optimistic for 2013 and beyond.

Stabilization of the housing and job markets should help in providing revenues to fund the Clerks operational costs.

The Florida Legislature continues to assess the funding of the court budgets. For the last three years the legislature has started the Clerk's office with a continuation of the previous years' budget, but during the year amended the budget to reduce the funding available. While court revenues continue to sustain Collier's activities overall, state-wide funding for Clerk's offices is declining and further cuts by the legislature could negatively impact Clerk's court operations. Collier County, via the Collier County Clerk, continues to be a "donor" county to State revenues (we provide more revenue to the State than cost of our operations.)

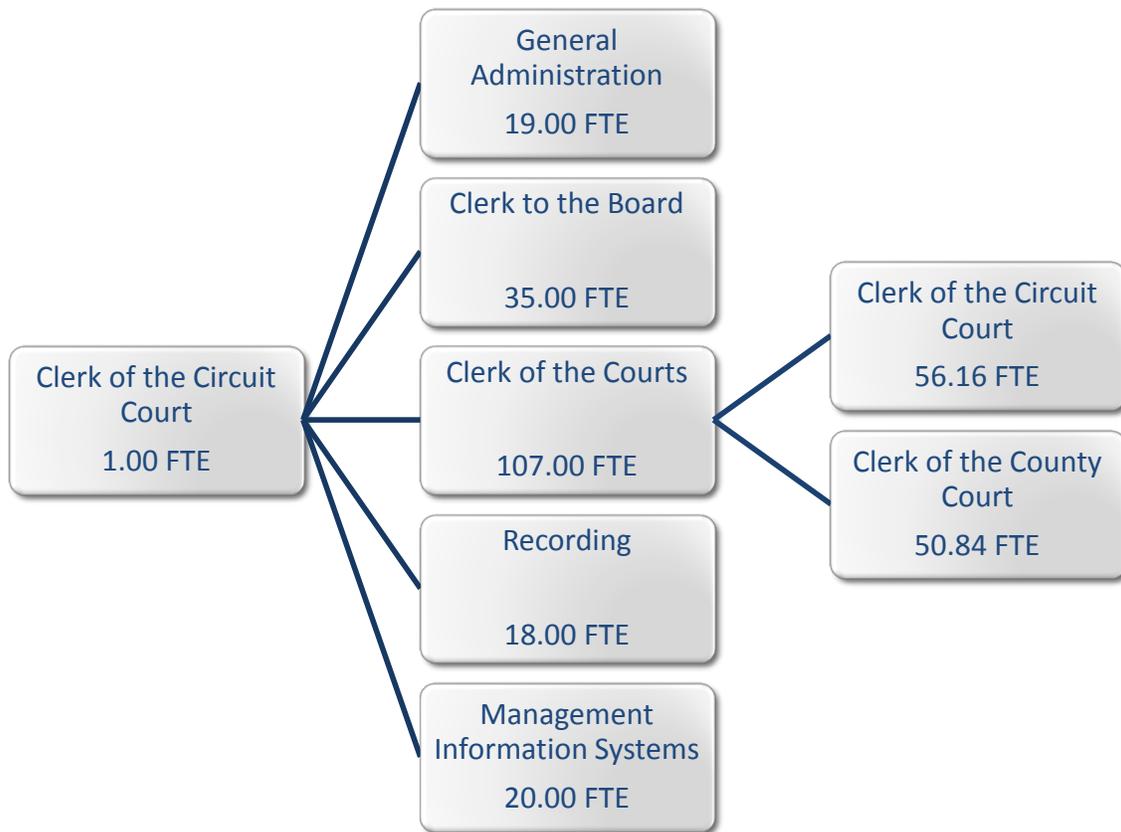
COUNTY ORGANIZATIONAL CHART – ELECTED OFFICIALS



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OFFICE OF THE CLERK OF THE CIRCUIT COURT

**COLLIER COUNTY CLERK OF THE CIRCUIT COURT
ORGANIZATIONAL CHART**



DUTIES AND FUNCTION OF THE CLERK OF COURTS & ORGANIZATION STRUCTURE

The Clerk of Courts is an elected office established by the Florida Constitution of 1838. The duties of the office are provided for by the Constitution, by act of the Florida Legislature and by order of the Court. The Clerk of Courts in Collier County is a Fee Officer.

The Florida Constitution provides that the Clerk of Courts shall be: Clerk of the Circuit Court, Clerk of the County Court, County Comptroller/Treasurer, County Auditor, County Recorder and the Secretary/Ex-officio Clerk to the Board of County Commissioners.

Organization Structure

Collier County is a political subdivision of the State of Florida pursuant to Article VIII, Section (1), of the Constitution of the State of Florida. It is guided by an elected Board of County Commissioners (the Board), which is governed by State statutes. In addition to the members of the Board, there are five separately elected constitutional officers: Clerk of Courts, Property Appraiser, Sheriff, Supervisor of Elections and Tax Collector.

The Clerk's budget, by state statute, is prepared in two parts: 1) Clerk of Court and 2) Clerk to the Board. The Board funds a portion, or in certain instances, all of the budgets of the County's constitutional officers. In the case of the Clerk, the County funds the portion of the Clerk's duties as Clerk of County Court, County Comptroller/Treasurer, County Auditor and Secretary/Ex-Officio Clerk to the Board of County Commissioners. Additional Court services are funded through state appropriations and income generated by the Clerk. Florida Statutes require the non-court budget excess of the Constitutional Officers to be paid to the Board at the close of the fiscal year.

In order to administer the duties and functions of the office, as discussed above, the Clerk has created functional departments: General Administration, Clerk to the Board, Clerk of the Circuit Court, Clerk of the County Court, Recording, and Management Information Systems. Each of these departments is organized into divisions.

Each department is headed by a director with the exception of the Recording Department, which is headed by an assistant director who reports to the Clerk. The professional and clerical staff is grouped into categories based upon common qualifications, experience and responsibility of the position. The supervisory personnel are senior clerks, who oversee both quality and quantity of work as well as supervising the individual employees with respect to office policy. The Directors report to the Clerk of the Circuit Court.

SHORT TERM ORGANIZATION WIDE POLICIES/INITIATIVES

Strategic Plan

Clerk of Courts

Collier County, Florida

Fiscal Years 2013 – 2017

MISSION STATEMENT

“Strive to build confidence in the Clerk’s Office through perceptive planning, efficient operations, and an unwavering commitment to the highest ethical standards for the citizens of Collier County”

Focus Area/Goals

I. Human Resources

- A. Maintain positive employee relations and maximize employee retention during declining economic conditions.
- B. Evaluate creative initiatives to enhance productivity. Explore the feasibility of utilizing flexible scheduling.
- C. Maintain high levels of customer service with a reduced labor force through staff cross training.
- D. Review opportunities for position consolidation and streamlining by leveraging technology to reduce personnel costs.

II. Financial Resources

- A. Meet all reporting requirements for financial reporting.
- B. Continue to receive Government Finance Officers Association (GFOA) Budget and Comprehensive Annual Financial Report (CAFR) recognition.
- C. Streamline year-end closing procedures related to the production of the Comprehensive Annual Financial Report.
- D. Provide prudent cash management and maximize return on investment (ROI).
- E. Efficiency enhancements to accounts payable, payroll and financial processes.
- F. Remain compliant with debt covenants.

III. Physical Resources

- A. Pursue the efficient use of office space by the implementation of public computer kiosks to minimize space needs while still providing information sharing throughout the office.
- B. Maintain strategic County-wide locations to enhance customer service while minimizing costs.

IV. Technology Resources

- A. Continue to evaluate enhancements to the integrated financial management software (SAP) currently utilized by the Board of County Commissioners, Clerk of Courts and Supervisor of Elections to ensure optimum efficiency, including enhanced electronic document retrieval.
- B. Implement an integrated courts system that will facilitate such technologies as internet access to courts information, imaging of court documents, and electronic filing of paperwork, including enhanced document retrieval.
- C. Continue enhancements to the automated Recording Systems with the scheduled implementation of e-recording through the internet.
- D. Implement additional credit and debit card acceptance programs to offer additional payment methodologies.
- E. Incorporate additional departments into the credit and fee collection system to reduce outstanding assessments and shorten collection times.
- F. Implement annual SAP road-mapping strategy in conjunction with user departments and the Board of County Commissioners.

V. Customer Relations

- A. Continue the Clerk's community outreach programs with civic and business associations, homeowner associations, condominium associations and schools in Collier County.
- B. Continue educational services, including live website tours of www.collierclerk.com, sending electronic newsletters, press releases, announcements and notices of public interest through the use of various email distribution lists and printed materials.
- C. Update the Clerk's information and programs offered via the CollierClerk.com website. Maintain currency of site information including the Clerk's Outreach Schedule, Photo Gallery, News Room and all the various Clerk's court and county information.
- D. Continue to update information on various programs and services through the use of audio, video and text to reach a wide community audience and to accommodate different learning styles.

VI. Other/Operational

- A. Continue efficient and effective preservation of records and utilization of storage space including conversion of microfilm to digital images.
- B. Continue and expand the collection process for the court system to meet state standards.
- C. Expand and improve the "checks and balances" process in the expenditures of taxpayers' dollars.

The strategic plan is updated annually in conjunction with the Clerk's budget but covers a five year plan.

ACCOUNTING CONCEPTS

The accounts of the Clerk are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures or expenses, as appropriate. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which the spending activities are controlled. The purpose of the Clerk's various funds and account groups are as follows:

Governmental Fund Types:

General Fund – used to account for all resources except those required to be accounted for in another fund. The fund includes General Administration, Clerk to the Board, Clerk of the Circuit Court, Clerk of the County Court, Recording and Management Information Systems. The Clerk uses two operating funds, Non-Court General Fund (011) and Court Services Fund (013), to account for all operating revenues and expenditures. The governmental funds are budgeted on a modified accrual basis. The funds are available (collectible revenues within the current period or soon enough thereafter to be used to pay liabilities of the current period) and measurable (the amount of the transaction that can be reasonably estimated). The Court Services Fund will have a fund balance each year. This balance represents the unspent portion of the budget for the first three months of the state budget cycle (July through June) since they operate on a different fiscal year state cycle (July 1 through June 30) than the other funds. This balance is restricted and can only be used to pay for court services.

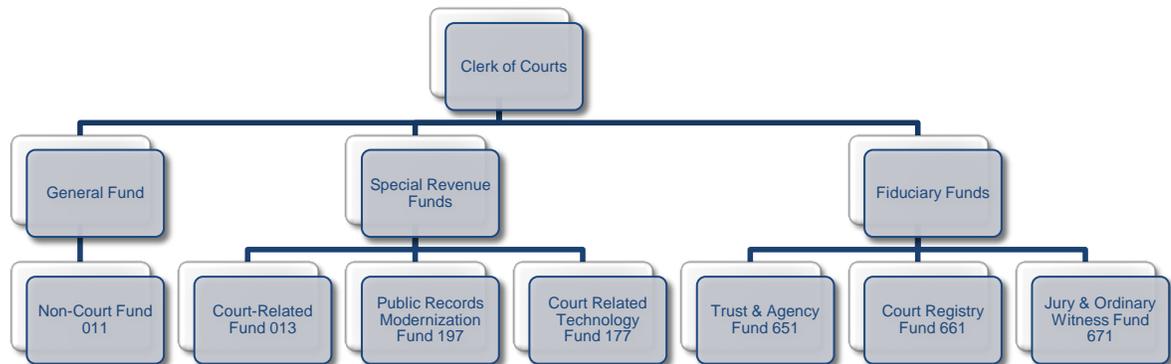
Special Revenue Fund – used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. This covers these Public Records Modernization Fund and the Court Technology Trust Fund. These funds can only be used for records or technology enhancements with slightly different restrictions for each fund. The special revenue funds are budgeted on a modified accrual basis. The funds are available (collectible revenues within the current period or soon enough thereafter to be used to pay liabilities of the current period) and measurable (the amount of the transaction that can be reasonably estimated). The special revenue funds are used to account for the additional \$3.90 collected for each instrument recorded in the official records and is entitled to the Public Records Modernization Special Revenue Fund (197) and the Court Information Technology Special Revenue Fund (177). Revenues in these funds have limited use prescribed by Florida Statutes. The balances in these funds are both restricted to their use and can only be used to pay certain expenditures per Florida Statutes.

Fiduciary Fund Types:

Trust and Agency Funds – to account for the assets held by the Clerk as an agent for individuals, private organizations, other governments and/or other funds. Fiduciary Funds are balance sheet funds only and a budget is not prepared for balance sheet funds. This fund consists of the Trust & Agency Fund 651, Court Registry Fund 661 and the Jury & Ordinary Witness Fund 671.

The budget is prepared in accordance with generally accepted accounting principles and follows the State Uniform Chart of Accounts.

The following chart depicts the relationship between the various funds of the Clerk of Courts. As stated on the previous page, the General Fund, Court-Related Fund, and the Special Revenue Funds are the only funds presented in the budget book. The funds depicted by the dashed line are Fiduciary funds (having only assets and liabilities) and therefore not presented in the budgeted operations for the Clerk of Courts.



Non-Court Operations Fund 011 includes:

- Allocated Administration, Accounting, Internal Audit and Records Management
- Finance & Accounting
- Board Minutes and Records
- Circuit Court Operating Costs*
- County Court Operating Costs*
- Recording
- Satellite Offices
- Allocated Management Information Systems Costs

*Salaries are in Fund 013 pursuant to Florida Statute.

Court-Related Operations Fund 013 includes:

- Allocated Administration, Accounting, Internal Audit and Records Management
- Circuit Court Operations
- Support, Alimony, Visitation and Enforcement
- County Court Operations
- Satellite Offices
- Collections

Public Records Modernization Fund 197 includes:

- Hardware and Software purchases

Court Related Technology Fund 177 includes:

- Hardware and Software purchases
- Allocated Management Information Systems Costs

BUDGET PROCEDURES AND BUDGET BOOK FORMAT

Florida Statutes Chapter 129, Section 129.03(2) states that on or before June 1 of each year (unless May 1 voted per Board of County Commissioners which has been the case in Collier), the Clerk of Courts and County Comptroller shall submit to the Board of County Commissioners (BOCC) a tentative budget for the Clerk's office for the ensuing fiscal year. While the Board of County Commissioners does not approve the Clerk's Budget, a budget book is provided to make them aware of the costs of Clerk to Board functions and statutorily required items that require BOCC funding.

The Clerk of Courts in Collier County is a Fee Officer. Florida Statute Chapter 218, Section 218.35 provides:

1. Each county fee officer shall establish an annual budget for his office, which shall clearly reflect the revenues available to said office and the functions for which money is to be expended. The budget shall be balanced; that is, the total estimated receipts, including balances brought forward, shall equal the total estimated expenditures and reserves. The budgeting of segregated funds shall be made in such manner that the relation between program and revenue source as provided by law are retained.
2. The Clerk of Circuit Court, functioning in his capacity as Clerk of the Circuit and County Court, and as Clerk of the Board of County Commissioners, shall prepare his budget in two parts:
 - a) The budget relating to the state court system which shall be filed with the Florida Clerks of Court Operations Corporation as well as with the Florida Legislature (July 1 to June 30 fiscal year); and
 - b) The budget relating to the requirements of the Clerk as Clerk of the Board of County Commissioners, County Auditor, and custodian or treasurer of all county funds and other county-related duties.
3. Each county fee officer shall make provision for establishing a fiscal year beginning October 1 and ending September 30 of the following year, and shall report his finances annually upon the close of each fiscal year to the County fiscal offices for inclusion in the annual financial report for the County.
4. The proposed budget of a County fee officer shall be filed with the Clerk of the County governing authority by September 1 preceding the fiscal year for the budget.

The Clerk maintains the authority to amend his appropriation budget. Quarterly at a minimum, all Division Directors are given a report indicating the original budget, amended budget and year-to-date actual revenues and expenditures. These reports are reviewed and budget amendments for the Clerk's approval are proposed if necessary.

Budget Book Format

The budget document is organized according to functional categories. Division budgets, representing basic operating units, have been grouped and tabbed by operating division or agency. Division budgets are presented programmatically and by appropriation unit.

Program budgets provide a brief description of the program, the relative priority of each program in a department, the number of full time equivalent positions necessary to perform the program, Fiscal year 2013 (FY13) dollars necessary for the program, offsetting revenues generated by each program, and the net cost of each program. The administration/overhead program base level of service encompasses the minimum level service mandated by Federal or State law or judicial order necessary to protect the health and safety of Collier County residents or necessary to maintain capital asset value for a particular department.

Performance measures including the number of activities (quantitative) and the effectiveness of the actions (qualitative) are included. Five year activity comparisons; actual for FY 2008, FY 2009, FY 2010, FY 2011, FY 2012 and budgets for FY 2013 are presented for each department.

The appropriation unit presentations, i.e. personal services, operating expenses and capital outlay, break out costs in two categories, current and expanded services. In the departmental budget presentations the current services reflect the ongoing cost of existing programs. Expanded services include new programs and enhancements to existing services. Budget highlights are incorporated to identify significant changes from FY 2012. The FY 2013 Budget is compared to the FY 2012 adopted budget in dollars in the Increase/ (Decrease) column with percentage differences in the "Percent Change" column. Actuals for FY 2011 and FY 2012 are presented along with budget for FY 2012 and FY 2013.

ANNUAL BUDGET CALENDAR FISCAL YEAR 2013

Date	Description
February 24	Budget preparation materials distributed to Division Directors
March 8	Budget packets due to Accounting no later than 5:00 p.m.
Beginning March 12	Review of Division Budgets with Directors and Finance
March 19	Preliminary review of Budgets with Clerk
March 30	Final review of Budgets
Week of April 2	Final proof of numbers, text and layout of budget book
Week of April 16	Copy and bind budget books for distribution
May 1	Board related budget due to the Board of County Commissioners
June 14 & 15	Public Presentations and Workshop with the Board of County Commissioners
July 13	Tentative budget to BOCC
July 24	Tentative millage rates set by BOCC
September 1	File budget with the Clerk
September 6 & 20 @5:05 p.m.	Two public hearings and Board of County Commissioners vote/approval of Board related costs
September 6	Clerk of Courts Operations Corporation approves Clerk's Court Budget
October 1	New Fiscal Year 2013 Budget commences
October 1	Budgets for Court (State Fiscal Year FY2014) submitted to Clerk of Court Operations Corporation
December 1	Court Budgets submitted to the State Legislature Department of Revenue and State Chief Financial Officer by the CCOC

SPECIFIC BUDGET POLICIES FOR FISCAL YEAR 2012/2013

Financial Management/Financial Budget Development

Florida Statutes require the annual adoption of a balanced budget (total budgeted revenues = total budgeted expenses). This definition applies to the overall budget and to individual county funds. Florida Statutes further require that all funds, including estimated fund balance, be appropriated.

General Fund Agency Budget Limitations

- Board policy requested General Fund Agency budget appropriations to at least 5% less than adopted FY12 budgets. The FY 2013 budget incorporates only a 2% reduction of appropriations from the General Fund.
- On May 1, the Clerk submitted to the Board proposed costs for statutorily funding requirements and costs for functions as Clerk to the Board.
- At the budget workshops in June 2012, the Board authorized \$5,133,200 for paying fees for the Clerk to the Board functions.
- Funding was also provided for continuation of financial services to the Supervisor of Elections.
- The Clerk in litigation with the Board of County Commissioners had filed a lawsuit concerning his ability to audit transactions. Subsequent to budget submission last year the Supreme Court on November 10, 2010 dismissed the appeal of the Board of County Commissioners of Collier County v. Dwight Brock and in doing so reaffirmed the right of Clerk of Courts, Dwight Brock to audit all public funds used in county operations. The Florida Supreme Court upheld an earlier decision by The Florida Second District Court of Appeals issued on September 23, 2009. Funds for the Internal Audit function are again included in the 2013 budget.

Compensation Administration

The Clerk of Courts, as a separately elected constitutional officer, has full authority over the policies of his agency. The philosophy of the Clerk of Courts is to provide a market-based compensation program that meets the following goals:

1. Eliminates the salary discrepancies between the Clerk's Office, Board of County Commissioners, and the surrounding employment market by annually evaluating both the salary levels and classifications of the affected employees within the office.
2. Evaluates creative initiatives to enhance productivity. Explores the feasibility of utilizing flexible scheduling and other alternative scheduling methodologies.
3. Facilitates the hiring and retention of the most knowledgeable, skilled and experienced employees available.
4. Supports continuous training, professional development and enhanced career mobility.
5. Recognizes and rewards individual and team achievement.

The goals stated above are limited by the current economic conditions. The Clerk's office follows Board policy and State legislative guidelines when preparing personnel budgets.

The Board of County Commissioners compensation plan has been limited for FY 13 as follows:

Program Component	FY 10	FY 11	FY 12	FY 13
Cost of Living (COLA)	0%	0%	0%	0%
Merit Plan	0%	0%	0%	0%
Pay Plan Maintenance	0%	0%	0%	0%
Total	0%	0%	0%	0%

This is the Board of County Commissioners Budget Policy.

Subsequent to the Clerk’s budget submission the BOCC approved a 2% COLA adjustment for BOCC employees. The Clerk attempts to remain competitive locally and will continue to monitor market salaries, revenues and budget constraints to determine the best application of available funds. The Clerk’s FY 13 budget does not include pay or COLA adjustments. The Clerk’s Office has not increased pay for the last six budgets due to the decline in the economy and consequential budget constraints.

Limitations on Expanded Positions to Maximize Organizational Efficiencies

The FY 13 budget reflects a net decrease of 8.0 FTEs. The net FTE decrease is a result positions remaining unfilled as employees have left employment with the Clerk’s office. In service organizations such as local governments, the primary expense is for salaries and associated fringe benefits; limited resources continue to force economies within the Clerk’s office through more effective use of current staff. In FY08 the Clerk’s Office initiated a hiring freeze on vacant positions; the current staffing levels are equal to FY 2001 staffing levels.

Limitations on Current Service Discretionary Operating Expenses

The Clerk’s office adopted policies limiting current service operating expenses to current service levels there are no additional services budgeted for FY 2013.

Florida Retirement

This budget reflects a significant change in the Florida Retirement System which now requires 3% employee contributions to the retirement system. Previously retirement was 100% employer paid. The retirement rates paid by employers were reduced for FY13 budget cycle.

Health Care Program Cost Sharing

Collier County provides a self-funded Group Benefits Plan for health care and prescription drug coverage. Coverage extends to all Clerks’ employees. The Clerk’s office participates in the Board of County Commissioners health plan. Nationally, as well as here in Florida, medical plan costs, and the premium dollars required to fund them, continue to increase annually at double-digit levels. The County’s medical plan is similarly impacted by these rising costs. Management and employees continue to work together to hold down the impact of future increases by restructuring benefit levels and initiating further cost shifting measures. In addition, staff continues to negotiate with providers for discounted physician and hospital fees and promote corporate wellness and preventive health care initiatives including an employee clinic on campus.

BUDGET POLICIES FOR FY 2013

Budget Policies Affecting Operating Budgets:

Self-Insurance

- The Clerk participates in the County-wide self-insurance plan. Premiums are budgeted according to a County-wide allocation plan for FY 2013. Premiums are budgeted at \$13,273 per year for an employee or family with the employee paying approximately 20% of the premium costs.

Reserves

- Operating funds may budget, at a minimum, a 2.0% reserve for contingency. A reserve for contingency is typically budgeted in all operating funds, with the exception of the Constitutional Officer funds. Reserves for the Constitutional Officer funds including the Clerk of Courts are appropriated within the County General Fund.
- The Clerk's reserves for the state related operations are budgeted at \$0, keeping well within the state budgetary cap of no more than 10% of expenditures.

Excess Fees Turn Back

- Excess operating (revenues minus expenses) funds are returned to the Board of County Commissioners at the close of the fiscal year and are budgeted at \$0 for FY 2013. State funds in excess of expenses by statute are required to be returned prior to August 15, 2013 due to the change in fiscal year to the State Department of Revenue and are projected to be \$0 for FY 2013. In prior years the Clerk has contributed significantly to both the State and the Board (excess in FY 2011 and FY 2012 of \$1,133,130 and \$94,614 respectively.) Due to the continued reductions in funding and fees the Clerk does not anticipate continued high levels of excess fees.

Budget Policies Affecting Capital Expenditures and Capital Projects:

- The Clerk's capital items are limited to equipment, vehicles and operating assets. Facilities or major construction projects are required by State Statute to be funded by the Board of County Commissioners and are not part of the Clerk's budget. Capital facility needs are communicated to the Board of County Commissioners during the budget hearings. The Clerk's capital budget for FY 2013 is to fund capital expenses of the M.I.S. department as well as various software and hardware upgrades and purchases within operating departments, there are no vehicles or other capital purchases expected.
- Capital expenditure analysis includes assessment of efficiencies gained through enhanced applications compared to the cost of applications including maintenance, or return on investment (ROI).



Collier County Courthouse

Budget Review

Division directors prepare program and line item budgets based on Clerk's Policy. Budget instructions provide details regarding the implementation of the policies such as proposed salary adjustment, equipment replacement schedules, and state allocation criteria.

Each division director is provided an opportunity to discuss and defend budget submissions with the Clerk. The Clerk makes the final decision for the recommended budgets from the department heads for the court, non-court and special revenue funds.

The Board of County Commissioners proposes millage rates and finalizes the Board of County Commissioners budget policy in March. The Clerk's budget is submitted by May 1st to the BOCC. In July, workshops are held and the Board of County Commissioners adopts proposed millage rates based on the tentative spending plan and assessed taxable values provided by the Property Appraiser.

The Clerk's court related budget is submitted to the Clerk of Courts Operation Corporation by October 1st 2011 for FY 2013 approval. The State reviews the budgets grouping counties into peer groups for analysis. Each peer group is then evaluated on a unit cost on ten different court types. The goal of the State is to reduce the higher unit cost counties down to a more normal peer group average cost. The Clerk's total budget is submitted to the Clerk to be kept on file by September 1 each year for approval.

Public hearings are held in September to allow for citizen input on the County budget (including the Clerk's non-court budget.) The final county budget is adopted at the second hearing following a legal notice summarizing the proposed plan and tax rates. The Clerk of Court, by statute approves his budget October 1st each year.

Budget Amendment Process

Budgetary authority is legally maintained at the fund level. However, the Clerk's computerized financial system imposes budget controls at the appropriation unit levels by department.

Amendments to the adopted budget that do not affect the transfer from the Board can occur at any time during the fiscal year with approval of the Clerk.

Basis of Accounting and Budgeting

The Clerk's accounting records and budgetary basis for general government operations are maintained on a modified accrual basis, the same as in the financial statements: revenues are recorded when available and measurable and expenditures are recorded when the services or goods are received and the related liabilities are incurred.

Expenditures are recognized when commitments are made (i.e., through purchase orders) and revenues are recognized when available and measurable. Depreciation expense is not budgeted; however, expenditures for capital outlays are budgeted. These outlays are capitalized into fixed assets and eliminated from the results of operations in accordance with generally accepted accounting principles (GAAP).

The Comprehensive Annual Financial Report (CAFR) shows the status of the County's finances on a GAAP basis. In most cases, this conforms to the way the Clerk prepares his budget. Exceptions are the treatment of depreciation expense (the budget reflects the full purchase price of equipment and capital improvements, but does not reflect depreciation expenses). Compensated absences (accrued but unused sick and vacation leave) are not budgeted, but are reflected in the CAFR as an outstanding liability. The Comprehensive Annual Financial Report shows fund expenditures and revenues on both a GAAP basis and a budget basis for comparative purposes.

Finally, fund balance allocations (residual non-appropriated liquid assets resulting from prior years' operations) are budgeted and included as revenue on a budgetary basis but are eliminated on a GAAP basis for financial reporting. The Clerk only has fund balances in his special revenue funds. The operating funds excess, by statute, are returned to the Board of County Commissioners (for non-court operations) and to the Florida Department of Revenue (for court operations.)

FINANCIAL POLICIES

Budget Policy

The budget as presented in the subsequent sections was prepared in accordance with the policy directives of the Clerk's Office. These policies were established early in the budget process through briefings and memoranda from the Clerk. The Clerk's office is unique in that his budget is prepared in two parts: Court funded operations and Non-court funded operations. The Clerk makes every effort to also comply with the Board of County Commissioner requests for reductions.

The policy addressed the major components (from both the State for court funded operations and the Board for the non-court funded operations) of the budget: personal services, operating expenditures and capital outlay. The following is a summary of the budget policy in each of these areas.

- Personal Services – The department budgets were prepared reducing funding for vacant positions and 8 net FTEs. No salary increases were budgeted.
- Operating Expenditures – The policy directive regarding operating expenditures was to reduce expenditures where possible, maintain the current level to the extent possible and allocate budget as necessary for escalating costs of fuel and operations.
- Capital Outlay – Only purchases necessary for the effective operation of the agency were budgeted for 2013. All equipment is reviewed for effectiveness and useful life.
- Section 28.37, *Florida Statutes*, further provides that all revenues from court-related fines, fees, service charges and costs for the period July 1, 2010 through June 30, 2011, are considered revenue and the Clerk must remit these to the Department of Revenue.
- *Florida Statutes* provide that the amount by which revenues and transfers exceed annual expenditures for the general fund be remitted to the Board immediately following the fiscal year for which the funding was provided or following the fiscal year during which other revenues were recognized.
- The Clerk's office continued to be a "donor" county providing excess revenues/unexpended funds to the State of Florida and the Board of County Commissioners. In 2012 we provided \$777,294 to the State in unexpended funds from Court operations and \$80,249 to the Board of County Commissioners from non-court operations in unexpended funds.

Debt Policy

Although the Clerk's service charges are a bondable revenue source, the Clerk's Office has no outstanding debt. The Clerk's policy is to incur debt only for specific projects lasting within the current fiscal year when a funding source is assured. The Clerk's Office does not have debt and does not intend to issue debt in FY 2013. The Clerk's operating funds are turn back funds and cannot issue debt encompassing more than a single fiscal year. As a result, the Clerk's policy is to not issue debt for the operations of the Clerk. No debt has been issued during the current Clerk's tenure.

Investment Policy

Investment of Clerk's funds are based on maintaining 24 hour liquidity. All Clerk funds are held in local banks or short term investment instruments. The Clerk makes investments on behalf of the

Board of County Commissioners based upon the Board of County Commissioners investment policy.

The following investment policy applies to all financial assets under the direct control of the Clerk for the Board of County Commissioners.

Primary Objectives:

1. Preservation of capital and protection of investment principal.
2. Maintain sufficient liquidity to meet reasonably anticipated operating and capital requirements.
3. Match assets to liabilities, to the extent possible.

Secondary Objectives:

1. Maximize return and preserve purchasing power as measured by a noted market index such as the Consumer Price Index.
2. Control risks and diversify investments through appropriate oversight and regular reporting.

Purchasing Policy

It is the Clerk's Policy to purchase only those goods and services necessary to service the taxpayers. Purchases of assets valued over \$1,000 are capitalized pursuant to Florida Statute 274.02. All other purchases are expensed.

Revenue Policy

User charges for services derived by the Clerk for services rendered for court and non-court service activities are classified as fees and are available to offset functions of the Clerk's Office. These fees are collected by the Clerk and are deposited to the Clerk's General Fund. In addition, the General Fund is supported by intra-governmental transfers.

A discussion of the fees derived by the Clerk's office follows. Chapter 28, Florida Statutes, is the principal authority and establishes the rates for these fees. Information regarding specific fees is available on the Clerk's internet site at www.collierclerk.com. Statutes govern interest earnings and investment activities www.leg.state.fl.us/statutes. The Clerk, as custodian of funds, invests funds. Interest earned on these investments is income to the Board of County Commissioners pursuant to Florida Statute 28.33 (amended July 1, 2009).

Revenues are forecast based on current and historical activity levels. The forecast assumes no significant increase in activity and an anticipated reduction in fees based upon a general downturn in economic conditions. Note that the Clerk follows the statutory guidelines in Florida Statutes 129 establishing a 5% reserve against non-court projected revenues.

Expense Policy

Purchase orders for goods or services that have been budgeted and will be received during the fiscal year are encumbrances and recorded as budgeted expenditures in the year of receipt. Inter-governmental charges, i.e. vehicle maintenance, telephone allocations, and postage charges, are direct expense items, and are paid monthly, or accrued at year end according to modified accrual basis.

Expenditures are recorded when related fund liability is incurred, except for certain compensated absences which are recognized as expenditures to the extent they are expected to mature.

FUND STRUCTURE AND DESCRIPTION OF FUNDS SUBJECT TO APPROPRIATION

Government resources are allocated to, and accounted for, in individual funds based upon the purpose for which they are controlled. Funds are appropriated by budget amendment when actual grant awards are known. The purpose and description of the Clerk's funds and account groups are as follows:

Governmental Funds *Governmental Funds* are used to account for the proceeds collected that are not collected for specific or restricted use.

The General Fund (011) - The General Fund is used to account for revenues and expenditures applicable to the general operations of the Clerk, which are not accounted for in another fund. All operating revenue, which is not specifically restricted or designated as to use, is recorded in the General Fund. Primarily funds the Finance and Accounting Department, Recording Department and the General Administration Department, which supports the Clerk's Office.

Clerk's Special Revenue Funds *Special Revenue Funds* are used to account for the proceeds of specific revenue sources that are for specified purposes or are restricted in use.

Court Services Fund (013) - The Court Services Fund is used to account for court related filing fees, service charges, fines and court costs of the Clerk as mandated by Section 28.35 of the Florida Statutes. Since July 1, 2009 the Court Services Fund is funded through an appropriation from the State of Florida and all filing fees, service charges, fines and court costs are now State revenues and remitted monthly to the State of Florida. This appropriation primarily funds court related operations of the Clerk's Office. General Administration costs are allocated to both court and non-court funds based upon full time equivalents (FTEs). With the changes on July 1, 2009 this fund now operates on the State fiscal year (July 1 – June 30). For purposes of this reporting portions of two state year budgets have been combined for presentation of the budget from October 1 through September 30, 2012.

Court Information Technology (177) - Established to upgrade and maintain the Official Records System of the Clerk's Office. Funds can only be used for court technology enhancements (including Management Information Systems support). A portion of document recording fees offset costs. Effective July 1, 2009 the revenue source was increased to include 10% of all fines assessed in the various court departments.

Public Records Modernization (197) - Established to upgrade and maintain the Official Records System of the Clerk's Office. Document recording fees offset costs.

OPERATING BUDGET SUMMARY

Financial Framework

As permitted by the Florida Statutes, the Clerk functions as a fee officer. This requires the Clerk to budget and expend fees earned by the office for expenditures incurred as Clerk of Courts and County Recorder. Expenditures for services provided as clerk and accountant to the Board are funded by a transfer from the Board in lieu of fees. The primary sources of funding are charges for services, state appropriation, and Board of County Commissioners transfer for Clerk to Board operations.

All the activities of the Clerk's office funded by the above sources are accounted for in the general and court services funds (011 & 013). Revenues collected specifically for the improvement of the public records system are accounted for in the Records Modernization Special Revenue Fund (197), while improvements to court technology are accounted for in the Courts Information Technology Special Revenue Fund (177).

The Clerk maintains agency funds for the collection of fines and charges, which are forwarded to other government units, or as in the case of uniform support payments, to individuals.

By statute, all non-court excess fees of the Clerk's office must be transferred to the Board by thirty days after the end of the preceding fiscal year. With the July 1st, 2009 law changes, all court excess fees must be transferred to the Department of Revenue for the State of Florida by August 15th for the State fiscal year ended June 30th. Special Revenue funds are allowed to carry over unspent funds to the next year.

Projected Changes in Fund Balances

In the Public Records Modernization Fund, funds are required by statute to be spent on equipment, maintenance of equipment, personnel training and technical assistance in modernizing the public records system of the office. In FY 2013, funds are budgeted to support modernization of financial systems and the update and/or replacement of the existing hardware systems.

PUBLIC RECORDS MODERNIZATION FUND (197)

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget
Beginning Fund Balance	\$ 2,232,442	\$ 2,302,834	\$ 2,380,750	\$ 2,404,064
Revenues	214,689	222,213	248,646	209,200
Expenditures	(144,297)	(144,297)	(225,333)	(870,900)
Reserves	-	-	-	(1,742,364)
Ending Fund Balance	<u>\$ 2,302,834</u>	<u>\$ 2,380,750</u>	<u>\$ 2,404,064</u>	<u>\$ -</u>

Current revenues are not at sufficient levels to provide for replacement of major systems, they can currently only sustain annual expenditures. All major replacement of systems will require the use of fund balance. As these funds are depleted, services will have to be eliminated, other revenue streams identified or the costs will have to be borne by the Clerk's general fund.

COURT'S INFORMATION TECHNOLOGY SPECIAL REVENUE FUND (177)

The funds in the Courts Information Technology Fund are designated for expenditures related to providing information technology services to the court system. In FY 2013, funds are allocated to support the Court Systems development and a percentage of the personnel and operational costs of the management information systems department (MIS).

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget
Beginning Fund Balance	\$ 2,566,579	\$ 1,954,885	\$ 1,848,069	\$ 1,668,930
Revenues	921,229	966,180	1,064,722	922,800
Expenditures	(1,532,923)	(1,072,998)	(1,243,861)	(1,574,100)
Reserves	-	-	-	(1,017,630)
Ending Fund Balance	<u>\$ 1,954,885</u>	<u>\$ 1,848,069</u>	<u>\$ 1,668,930</u>	<u>\$ -</u>

Current revenues are not at sufficient levels to sustain annual expenditures; requiring the use of fund balance. As these funds are depleted, services will have to be eliminated, other revenue streams identified or the costs will have to be borne by the Clerk's general fund.

Performance Measurement

Throughout the year, budget performance is monitored monthly through detailed revenue and expenditure reports generated by the Clerk's Accounting Department. These reports give information on revenues and expenditure amounts including budgeted amounts, actual receipts and expenditures for the month and year to date. Division directors review these reports monthly and follow up where unfavorable variances are indicated. Likewise, at mid-year all accounts are reviewed and budget amendments are recommended based upon revised financial forecasts or expenditure estimates.

Revenue Budget Highlights

Income in the form of charges for services, excluding transfers and carry forward, are expected to increase 2.62 percent in 2013. The increase is primarily due to the Recording revenues associated with foreclosures and home sales.

As is highlighted on Page 57, interest income earned on fees of the Clerk's Office is expected to increase to a level of \$21,000. The small increase in interest income is slight projected increase in interest rates, and the interest on the carry forward (or fund balances) in the Special Revenue Funds being larger than projected last year.

The Clerk of the Circuit Court follows Florida Statutes for reducing non-court operating revenues by five percent in accordance with Section 129.01, Florida Statutes. This Statute requires county governments to include in receipts only 95 percent of the revenues reasonably anticipated to be collected from all revenue sources. Thus revenues are reduced \$119,900 for reserves or five percent of non-court revenues.

The exhibit on pages 42 and 43 summarize the budgets for FY 2010, FY 2011, FY 2012 and the approved budget for FY 2013 with a comparison of FY 2012 & FY 2013 by dollars and percent change. The expenditure section of this exhibit is further divided into activities by budget category and discussed below.

As indicated by this summary, revenues and other funding sources are expected to decrease by 3.32 percent. Any shortfall in court funding may be upon request and justification supplemented from a Trust fund established by the State. Shortfalls in general revenues could be provided by the Board of County Commissioners. However either scenario is unlikely under current economic conditions.

Operating Budget Overview

The decrease of 3.32 percent in overall spending for FY 2013 budget, compared to FY 2012 budget is a result of the capital purchases made in the last several years. Of the proposed expenditure budget of \$19,295,292, approximately 73 percent is for personal services, approximately 19 percent is for operating expenses, and approximately 1 percent is for capital expenditures.

The majority of the expenses, which are reflected in personal services, are budgeted for fiscal year 2013 to be approximately \$14,013,005 (pg. 43) and represent an increase of \$254,388 or 1.85 percent when compared to fiscal year 2012 budget. This includes the reduction of eight full-time equivalents and increased health care and retirement costs in the current budget cycle. There are no expanded services for FY 2013. The Clerk's policy is to maintain staffing levels as long as the budget allows. Staffing must be adequate to meet workload demands.

Operating expenditures are \$3,701,400 (pg. 43) or \$519,111 higher than fiscal year 2012 budget for a 16.31 percent increase. These costs are increasing as more computer hardware and software maintenance costs have increased as they became operational in the Clerk's agency.

In summary, the fiscal year 2013 expenditure budget reflects an overall decrease of 3.32 percent to the prior year's budget. Many factors included within the budget are outside the control of the Clerk of the Circuit Court and are dictated by State Statute, the courts or BOCC budget policy. Insurance and retirement rates are projected to increase during FY 2013. Even though the Clerk submits his budget for the court related expenditures to the State, for the last several years the State and BOCC have reduced the Clerk's budgets as their revenues have declined. By not replacing terminated employees and reaping the benefits of efficiencies related to prior capital improvements we have been able to maintain our current staff while remaining within the budget constraints from the State.

The Clerk's office continues to do more with less. Employees have not received pay increases for six years, and we are experiencing turnover. In order to maintain service levels and continue to meet required standards, requires stabilization of funding levels.

The funding levels outlined in this budget will allow the Office of the Clerk of the Circuit Court to continue to:

- Support the SAP financial software system to meet the requirements of the Board of County Commissioners, Supervisor of Elections, and the Clerk's Office for reporting and information analysis needs.
- Maintain strict compliance with Revision 7 to Article V of the State Constitution to meet the needs of the court and state reporting requirements.
- Continue to provide service to citizens of Collier County that reflects our dedication to maintaining an efficient and effective operation.

LONG TERM BUDGET CONCERNS AND ISSUES

There are several long term concerns facing the Clerk's office: 1) the ability to maintain revenues sufficient for operations; 2) the ability to retain employees under current economic conditions; 3) the ability to meet the ever increasing demands for reporting and data; and 4) efficient retention and retrieval capabilities for volumes of records.

The Clerk's office has two distinct revenue sources, non-court revenues and court fees. The non-court revenues are tied to recording of documents and BOCC transfers. Collier County, for years was one of the fastest growing counties in Florida. In the last two years, as with many areas of the country, we have seen a significant decline in the housing market and consequently revenues associated with the housing market (Recording of Documents, Document Stamps and Ad Valorem Taxes) are decreasing. The continued downturn in housing and associated employment recession will impact Clerk Revenues. Court revenues are declining due to the economic downturn and allocations determined by the Clerk of Courts Operations Corporation. The past several years a significant decline in the housing foreclosures has offset a portion of the decline in recording revenues.

On November 3, 1998 Florida voters approved several revisions to the Florida Constitution. Among the changes was Revision 7 to Article V of the Constitution, which dramatically changed the way state trial courts were to be funded. This issue was complex and touched many facets of state and local governments. Article V revenues were implemented on July 1, 2004 and we continue to monitor and recommend improvements at the state level to ensure the maximum benefit to the taxpayers of Collier County. Legislative impacts on local governments' ability to generate revenues are of concern and continue to be monitored. Legislative budget guidelines further constrain our ability to meet the increasing local needs. Mandated services without adequate levels of corresponding revenues create additional operational concerns during FY 13 and beyond.

Employee retention is an area of concern for the Clerk's office. Due to budget constraints and the depressed economy, we have not budgeted salary increases in the last six budget cycles. Layoffs, employee furlough days and increasing insurance costs are concerns for employee stability and retention.

Since the implementation of Article V revisions to the Florida Constitution, the Clerk's office has seen a significant increase in the number and frequency of reporting requirements. We have increased from a single report per month to well over one hundred twenty reports at the peak of activity. This now seems to have leveled to just under one hundred reports per year.

Of major concern are the state mandated changes that are done from year to year on Article V reporting that create local workloads without corresponding revenue to support these changes. Another of the long term concerns of the Office of the Clerk of the Circuit Court is record retention and storage. As the county grows, we must continue to develop methods to efficiently store records. During the 2012 fiscal year, we continued our program of microfilming court records in order to meet retention requirements set forth by statute and at the same time conserve floor space. In 2012 the Clerk's Finance division implemented invoice document scanning and workflow to improve efficiencies in invoice processing. The Clerk's Office is continuing its efforts in the optical imaging arena to increase efficiency in the duplication, storage and retrieval of documents required to be filed in the public records of the County.

Revenues necessary to sustain advance technologies is critical to improving efficiencies. The Clerk of Courts is continuing implementation of a new court information system to improve court processes and enhance the requirements of Article V reporting. All departments have migrated to the new court management system except for child support and county probation.

CLERK OF COURTS BUDGETED STATEMENT OF OPERATIONS

Revenues

	2010 Budget	2011 Budget	2012 Budget	2013 Approved	2012 Budget/ 2013 Approved Variance	%Change
REVENUES BY CATEGORY:						
<i>Charges for Services</i>						
Fund 011 General Fund	2,068,100	2,456,100	2,715,200	2,377,700	(337,500)	(12.43%)
Fund 013 Court Services Fund	219,000	219,000	219,000	219,000	-	0.00%
Fund 177 Court Technology Trust Fund	500,000	434,800	918,200	950,000	31,800	3.46%
Fund 197 Public Records Modernization	175,000	142,400	204,000	216,000	12,000	5.88%
<i>Total Charges for Services</i>	<u>2,962,100</u>	<u>3,252,300</u>	<u>4,056,400</u>	<u>3,762,700</u>	<u>(293,700)</u>	<u>(7.24%)</u>
<i>Interest Income</i>						
Fund 011 General Fund	175,800	90,000	25,000	21,000	(4,000)	(16.00%)
Fund 013 Court Services Fund	-	-	-	-	-	0.00%
Fund 177 Court Technology Trust Fund	40,000	3,500	5,000	4,100	(900)	(18.00%)
Fund 197 Public Records Modernization	20,000	2,500	4,500	4,000	(500)	(11.11%)
<i>Total Interest Income</i>	<u>235,800</u>	<u>96,000</u>	<u>34,500</u>	<u>29,100</u>	<u>(5,400)</u>	<u>(15.65%)</u>
<i>5% Statutory Reduction (non-court)</i>						
Fund 011 General Fund	(108,900)	(120,600)	(115,300)	(119,900)	(4,600)	3.99%
Fund 013 Court Services Fund	-	-	-	-	-	0.00%
Fund 177 Court Technology Trust Fund	(27,000)	(15,200)	(31,800)	(31,300)	500	(1.57%)
Fund 197 Public Records Modernization	(9,800)	(7,600)	(11,000)	(10,800)	200	(1.82%)
<i>Total 5% Statutory Reduction</i>	<u>(145,700)</u>	<u>(143,400)</u>	<u>(158,100)</u>	<u>(162,000)</u>	<u>(3,900)</u>	<u>2.47%</u>
<i>Transfers</i>						
Fund 011 General Fund	5,273,500	5,273,200	5,238,000	5,133,200	(104,800)	(2.00%)
Fund 013 Court Services Fund	8,467,608	8,467,609	7,969,217	7,912,305	(56,912)	(0.71%)
Fund 177 Court Technology Trust Fund	-	-	-	-	-	0.00%
Fund 197 Public Records Modernization	-	-	-	-	-	0.00%
<i>Total Transfers</i>	<u>13,741,108</u>	<u>13,740,809</u>	<u>13,207,217</u>	<u>13,045,505</u>	<u>(161,712)</u>	<u>(1.22%)</u>
<i>Carryforward (Fund Balance)</i>						
Fund 011 General Fund	-	-	-	-	-	0.00%
Fund 013 Court Services Fund	-	-	-	-	-	0.00%
Fund 177 Court Technology Trust Fund	2,566,579	1,508,032	1,646,135	1,668,930	22,795	1.38%
Fund 197 Public Records Modernization	1,723,884	1,080,026	1,012,884	951,057	(61,827)	(6.10%)
<i>Total Carryforward</i>	<u>4,290,463</u>	<u>2,588,058</u>	<u>2,659,019</u>	<u>2,619,987</u>	<u>(39,032)</u>	<u>(1.47%)</u>
Total	<u><u>21,083,771</u></u>	<u><u>19,533,767</u></u>	<u><u>19,799,036</u></u>	<u><u>19,295,292</u></u>	<u><u>(503,744)</u></u>	<u><u>(2.54%)</u></u>
BUDGET BY FUND:						
Fund 011 General Fund	7,408,500	7,819,300	7,978,200	7,412,000	(566,200)	(7.10%)
Fund 013 Court Services Fund	8,686,608	8,686,609	8,188,217	8,131,305	(56,912)	(0.70%)
Fund 177 Court Technology Trust Fund	3,079,579	1,946,332	2,569,335	2,591,730	22,395	0.87%
Fund 197 Public Records Modernization	1,909,084	1,224,926	1,221,384	1,160,257	(61,127)	(5.00%)
<i>Total Clerk Budget</i>	<u><u>21,083,771</u></u>	<u><u>19,677,167</u></u>	<u><u>19,957,136</u></u>	<u><u>19,295,292</u></u>	<u><u>(661,844)</u></u>	<u><u>(3.32%)</u></u>

CLERK OF COURTS BUDGETED STATEMENT OF OPERATIONS

Expenditures

	2010	2011	2012	2013	2012 Budget/ 2013 Approved	% Change
	Budget	Budget	Budget	Approved	Variance	
EXPENDITURES BY CATEGORY:						
<i>Personnel Expenditures</i>						
Fund 011 General Fund	5,454,750	5,296,500	5,287,600	5,701,200	413,600	7.82%
Fund 013 Court Services Fund	7,990,300	7,996,200	7,668,617	7,511,705	(156,912)	(2.05%)
Fund 177 Court Technology Trust Fund	1,119,300	799,200	802,400	800,100	(2,300)	(0.29%)
Fund 197 Public Records Modernization	-	-	-	-	-	0.00%
<i>Total Personnel Expenditures</i>	<u>14,564,350</u>	<u>14,091,900</u>	<u>13,758,617</u>	<u>14,013,005</u>	<u>254,388</u>	<u>1.85%</u>
<i>Operating Expenditures</i>						
Fund 011 General Fund	1,765,850	1,637,400	1,774,500	1,695,300	(79,200)	(4.46%)
Fund 013 Court Services Fund	696,308	690,409	519,600	619,600	100,000	19.25%
Fund 177 Court Technology Trust Fund	503,000	302,100	507,189	658,600	151,411	29.85%
Fund 197 Public Records Modernization	291,000	306,700	381,000	727,900	346,900	91.05%
<i>Total Operating Expenditures</i>	<u>3,256,158</u>	<u>2,936,609</u>	<u>3,182,289</u>	<u>3,701,400</u>	<u>519,111</u>	<u>16.31%</u>
<i>Capital Expenditures</i>						
Fund 011 General Fund	187,900	885,400	916,100	15,500	(900,600)	(98.31%)
Fund 013 Court Services Fund	-	-	-	-	-	0.00%
Fund 177 Court Technology Trust Fund	514,600	349,500	191,600	115,400	(76,200)	(39.77%)
Fund 197 Public Records Modernization	772,500	527,000	840,384	143,000	(697,384)	(82.98%)
<i>Total Capital Expenditures</i>	<u>1,475,000</u>	<u>1,761,900</u>	<u>1,948,084</u>	<u>273,900</u>	<u>(1,674,184)</u>	<u>(85.94%)</u>
Total Expenditures	<u>19,295,508</u>	<u>18,790,409</u>	<u>18,888,990</u>	<u>17,988,305</u>	<u>(900,685)</u>	<u>(4.77%)</u>
<i>Reserves</i>						
Fund 011 General Fund	-	-	-	-	-	0.00%
Fund 013 Court Services Fund	-	-	-	-	-	0.00%
Fund 177 Court Technology Trust Fund	942,679	495,532	1,068,146	1,017,630	(50,516)	(4.73%)
Fund 197 Public Records Modernization	845,584	391,226	-	289,357	289,357	0.00%
<i>Total Reserves</i>	<u>1,788,263</u>	<u>886,758</u>	<u>1,068,146</u>	<u>1,306,987</u>	<u>238,841</u>	<u>22.36%</u>
Total Budget	<u>21,083,771</u>	<u>19,677,167</u>	<u>19,957,136</u>	<u>19,295,292</u>	<u>(661,844)</u>	<u>(3.32%)</u>
BUDGET BY FUND:						
Fund 011 General Fund	7,408,500	7,819,300	7,978,200	7,412,000	(566,200)	(7.10%)
Fund 013 Court Services Fund	8,686,608	8,686,609	8,188,217	8,131,305	(56,912)	(0.70%)
Fund 177 Court Technology Trust Fund	3,079,579	1,946,332	2,569,335	2,591,730	22,395	0.87%
Fund 197 Public Records Modernization	1,909,084	1,224,926	1,221,384	1,160,257	(61,127)	(5.00%)
Total Clerk Budget by Fund	<u>21,083,771</u>	<u>19,677,167</u>	<u>19,957,136</u>	<u>19,295,292</u>	<u>(661,844)</u>	<u>(3.32%)</u>

STAFFING

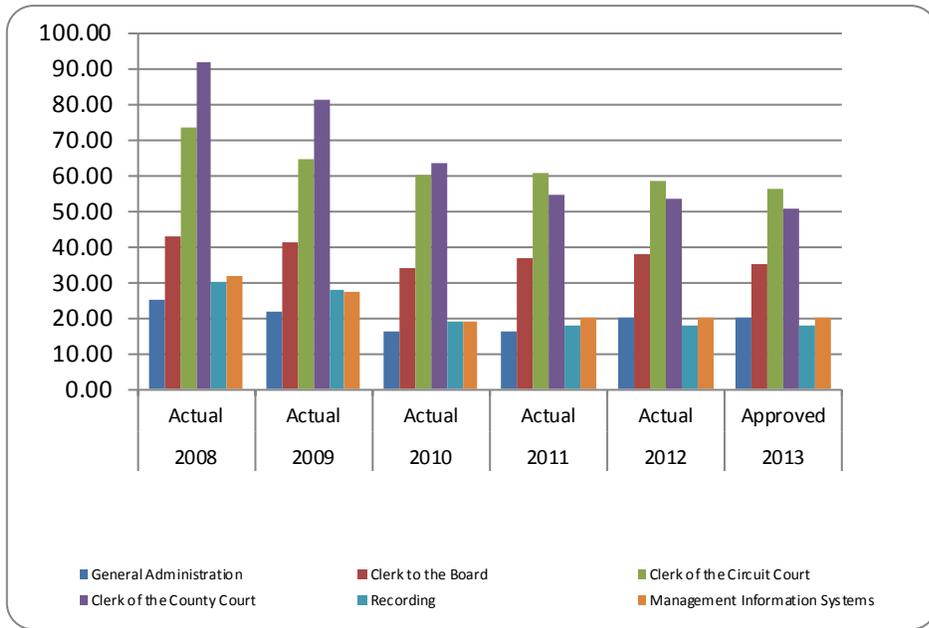
PERSONNEL COUNT 2008 - 2013

<i>Department</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>
<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Approved</i>
General Administration	25.05	22.00	16.00	16.00	20.00	20.00
Clerk to the Board	43.00	41.00	34.00	37.00	38.00	35.00
Clerk of the Circuit Court	73.44	64.57	60.30	60.49	58.67	56.16
Clerk of the County Court	91.52	80.93	63.30	54.51	53.33	50.84
Recording	30.19	28.00	19.00	18.00	18.00	18.00
Management Information Systems	32.00	27.40	19.00	20.00	20.00	20.00
Total Employees	295.20	263.90	211.60	206.00	208.00	200.00

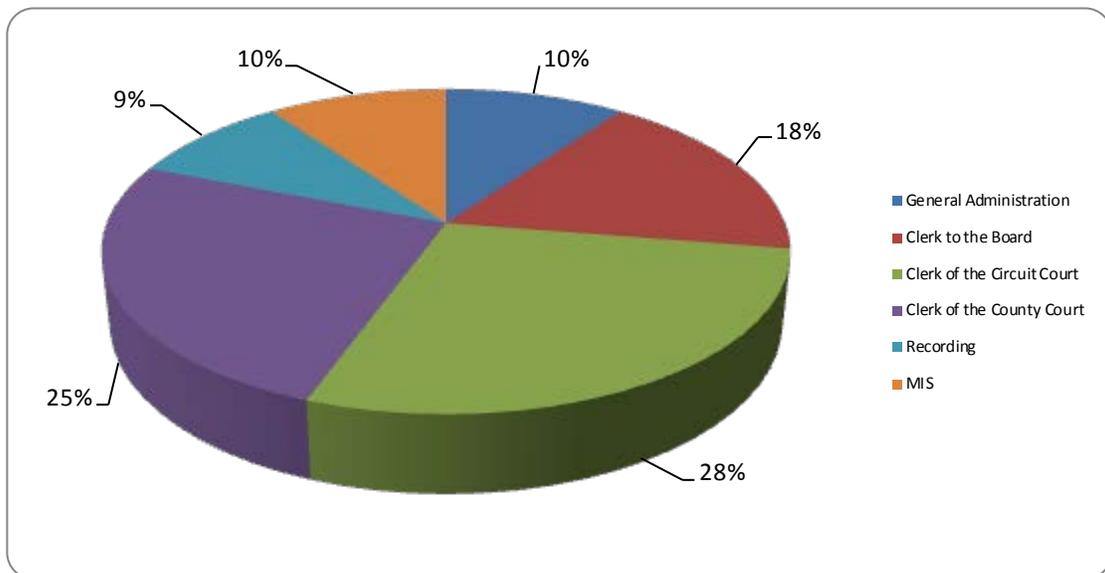
During FY 2008 the Clerk implemented a hiring freeze on vacant positions due to anticipated decreases in revenues and volatile economic indicators resulting in a reduction of 32.3 FTEs. In September 2009, 52.3 FTE positions were eliminated in anticipation of the FY 2010 Budget reductions. In FY 2010 six furlough days were used to preserve more positions. These reductions while necessary to meet budgetary constraints cause hardship for the employees as well as the residents of the county. The remaining employees are left to complete the workload with fewer people.

The Clerk's Office has 200.0 authorized positions for FY 2013. Appropriate staffing levels are critical to the efficient and effective operations of the Clerk's office and our ability to meet statutory and other requirements. This is a 32% reduction in force in five years. In an attempt to meet BOCC budget guidance of a 5% reduction in costs the Clerk is leaving positions unfilled as employees have left employment with the agency resulting in a reduction of eight full time positions. This relative stabilization in the budget is in direct response to the economic decline and funding limitations placed upon the Clerk's Office by the State of Florida and the Board.

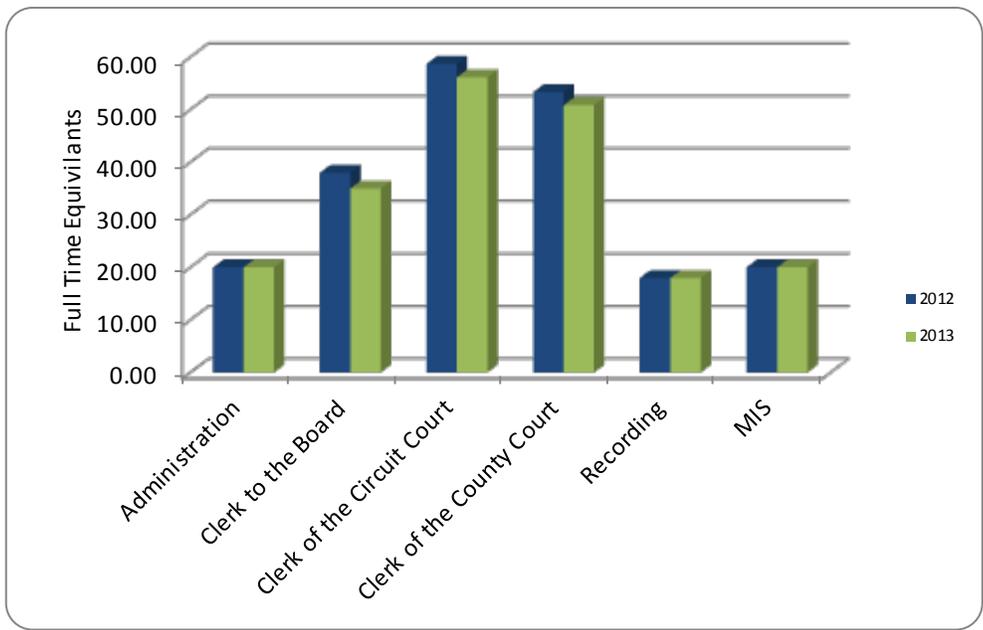
Full Time Equivalents 2008 - 2013



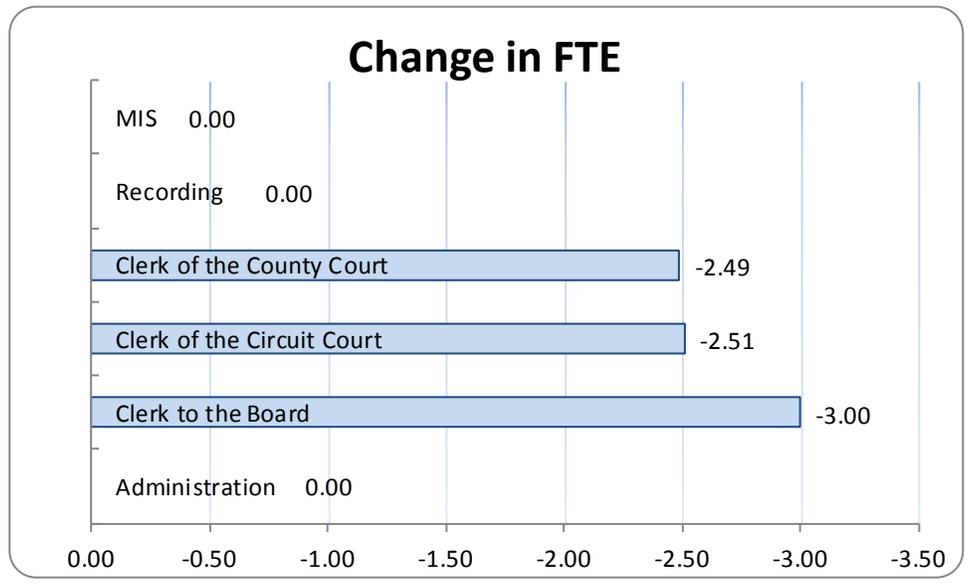
PERSONNEL DISTRIBUTION – FISCAL YEAR 2012 STAFFING SUMMARY BY DEPARTMENT AUTHORIZED FULL-TIME EQUIVILANTS



BUDGETED POSITIONS AS COMPARED TO PRIOR YEAR



BUDGETED POSITIONS REDUCTIONS COMPARED TO PRIOR YEAR



STAFFING LEVEL COMPARISONS

2010 - 2013

<i>Department</i>	<i>2010 Budgeted FTE</i>	<i>2011 Budgeted FTE</i>	<i>2012 Budgeted FTE</i>	<i>2013 Budgeted FTE</i>
<i>General Administration</i>				
Clerk's Administration	6.00	6.00	6.00	6.00
Clerk's Bookkeeping	5.00	5.00	5.00	5.00
Internal Audit	1.00	1.00	5.00	5.00
Records Management	4.00	4.00	4.00	4.00
<i>Total Administration and Internal Audit</i>	<u>16.00</u>	<u>16.00</u>	<u>20.00</u>	<u>20.00</u>
<i>Clerk to the Board</i>				
Finance and Accounting	30.00	33.00	34.00	31.00
Board Minutes and Records	4.00	4.00	4.00	4.00
<i>Total Clerk to the Board</i>	<u>34.00</u>	<u>37.00</u>	<u>38.00</u>	<u>35.00</u>
<i>Clerk of the Circuit Court</i>				
Circuit Civil	28.40	34.16	32.79	28.69
Circuit Felony	19.80	16.33	15.88	17.47
SAVE Program	0.00	0.00	0.00	0.00
Jury Management	2.00	0.00	0.00	0.00
Circuit Probate	6.00	6.00	6.00	6.00
Juvenile	4.10	4.00	4.00	4.00
<i>Total Clerk of the Circuit Court</i>	<u>60.30</u>	<u>60.49</u>	<u>58.67</u>	<u>56.16</u>
<i>Clerk of the County Court</i>				
County Satellites	4.30	4.00	5.00	4.00
County Misdemeanor	24.80	19.85	19.30	20.82
County Civil	17.10	16.38	15.43	16.49
County Traffic	13.30	14.28	13.60	9.53
Court Collections	3.80	0.00	0.00	0.00
<i>Total Clerk of the County Court</i>	<u>63.30</u>	<u>54.51</u>	<u>53.33</u>	<u>50.84</u>
<i>Recording</i>	<i>19.00</i>	<i>18.00</i>	<i>18.00</i>	<i>18.00</i>
<i>Management Information Systems</i>	<u>19.00</u>	<u>20.00</u>	<u>20.00</u>	<u>20.00</u>
<i>Total Staff</i>	<u>211.60</u>	<u>206.00</u>	<u>208.00</u>	<u>200.00</u>

CAPITAL IMPROVEMENT PLAN OVERVIEW

A Capital Improvement Plan (CIP) is essentially a planning tool whereby the local government puts forth a substantial effort to identify and schedule capital improvements over an extended period of years. Projects included in the CIP are typically those which replace or improve the local government's infrastructure in terms of its buildings, roads, land, storm-water facilities, vehicles and heavy equipment, computer equipment or related items which serve to facilitate local government in the provision of services as required by local mandate or state law.

By state law, the Board of County Commissioners is required to provide the Clerk with the infrastructure necessary to perform the duties of the Clerk as outlined in the Constitution of the State and in Florida Statutes. Therefore, buildings and infrastructure are not included as an element in the Clerk's Office CIP. The following capital items will be funded through the Public Records Modernization Fund, the Court Technology Fund, or the General Fund:

<u>FIVE-YEAR FORECAST CIP</u>					
<u>Capital</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Desktop Equipment	\$ 8,000	\$ 69,000	\$ 28,750	\$ 28,750	\$ 28,750
Data Processing Equipment	178,000	91,500	222,600	78,500	91,500
Software	80,400	477,600	1,663,875	278,000	325,000
Office Equipment	7,500	7,500	10,000	7,500	8,000
Vehicles	-	-	22,500	-	-
<i>Total</i>	<u>\$ 273,900</u>	<u>\$ 645,600</u>	<u>\$ 1,947,725</u>	<u>\$ 392,750</u>	<u>\$ 453,250</u>

A brief description of these projects follows:

Desktop Equipment

The purchase or replacement of desktop and laptop computers is part of an ongoing process of upgrading operations in the Clerk's Office, and is part of a migration to a fully distributed client server network. Desktop equipment has a useful life of three years. These expenditures are necessary to meet future growth and upgrade requirements based on historical trends. The new configuration will enable a broader range of computer activities than has been possible with the existing computer system. The Clerk's Management Information Systems department supports court functions as well as financial systems for the Clerk, Board of County Commissioners and the Supervisor of Elections. In FY13 we will be replacing the remaining desktop equipment in the finance areas and adding small desk scanners for the Civil Department. FY2014 is scheduled to have a total disaster recovery site completed. These items are typically for routine replacement.

Data Processing Equipment

This includes ongoing consideration for the advancement of hardware to ensure the Clerk's Office utilizes technology to its fullest extent. Several servers to maintain additional imaging software, scanners and equipment for the accounts payable enhancements are included in the FY 2013 CIP. The outer years include upgrades to existing hardware and expansion in certain key areas to meet the anticipated needs of the court and financial systems. In FY13 we expect to complete the replacement of our network switches. Data processing equipment has a scheduled useful life of seven years. FY13 and FY15 are additional equipment purchases while other years forecast are for replacement and upgrades.

Software

There are several projects slated over the next five-years, including upgrades to the financial management system, continued enhancement of accounts payable document imaging, and SAP enhancements for financial reporting. Systems utilized by the Clerk's Office require annual

evaluation and planning for replacement. Current economic conditions significantly impact the availability of funds to sustain or enhance systems.

The Clerk’s Office is continually working in concert with the Collier County Judiciary to evaluate how courtroom productivity can be enhanced using technology. In 2008, we began conversion of the various Court Systems, with the traffic module going live in June 2008. In May 2009, the criminal module went live and the recording upgrade was completed in June 2009. In September 2011 the civil department was integrated to the court system. The Court system has only two departments yet to migrate to the new case management software: child support and county probation. We are continually evaluating the courtroom activities to identify those acquisitions that will be of greatest benefit to improve the ability of the judiciary and clerks to handle the caseload. In FY13 the probation and child support software will migrate to our case management software package.

At the end of FY12 we added the account payable imaging software to our SAP financial package. FY2015 will have a replacement of the recording software. Software is only capitalized if it is specifically programmed for the Clerk’s office and has a useful life of 3 to 10 years (dependent upon the individual item).

Office Equipment

The Clerk has established a base disaster recovery office located at the Immokalee satellite office. The office will enable 15-20 key people to perform the major functions of the office until our main locations can be brought back to full service in the case of a disaster or emergency. Items in this category are typically replacements for desk chairs and minor office equipment. Office equipment has a useful life of 5 years. These are all forecasted as replacement items.

Vehicles

The Clerk’s Office currently has three vehicles for operations. The replacement program includes not only consideration for mileage, but also the age of the vehicles. As such, we have one vehicle scheduled for replacement in year 2015. This schedule can be varied as reductions in travel and the elimination of the courier have greatly reduced vehicle usage. We do not anticipate adding any vehicles in FY13. Vehicles typically have a useful life of 6 years. A replacement vehicle is scheduled for purchase in FY15.

Impact of Capital on Other Operating Expenditures

The new system expenditures will have associated software/hardware maintenance and training costs that will require sustained operating expenditures. As new systems come on-line there will be a recurring maintenance costs. Many of the maintenance and training items can be funded through the Public Records Modernization fund and or the Court Technology Fund. Funding can also be supplemented by the Clerk’s General Fund.

Training for our new components will be minimal as our technology department works with the vendors to become “resident experts” on new equipment and software. The following chart summarizes anticipated maintenance and training costs for all systems listed in this section:

	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>
Maintenance Costs	\$ 668,050	\$ 668,050	\$ 668,050	\$ 668,050	\$ 668,050
Training Costs	30,000	30,000	30,000	30,000	30,000
<i>Net Operating Impact</i>	<u>\$ 698,050</u>				

It is our expectation that the new systems will provide productivity improvements. The improvements will enhance the clerk’s ability to meet the workload without adding personnel and in the outer years of the projection, perhaps being able to eliminate or reassign positions within the agency.

REVENUE BUDGET SUMMARY

REVENUE POLICY

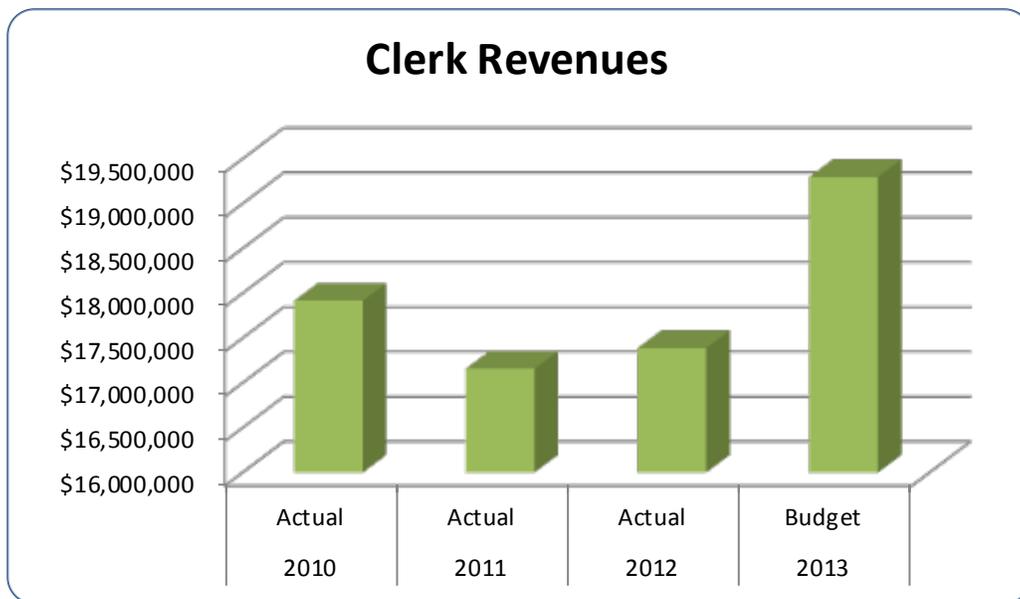
User charges for services derived by the Clerk for services rendered for court and non-court service activities are classified as fees and are available to offset functions of the Clerk’s Office. These fees are collected by the Clerk and are deposited to the Clerk’s General Fund. In addition, the General Fund is supported by intra-governmental transfers.

A discussion of the fees derived by the Clerk’s office follows. Chapter 28, Florida Statutes, is the principal authority and establishes the rates for these fees. Information regarding specific fees is available on the Clerk’s internet site at www.collierclerk.com. Statutes govern interest earnings and investment activities. The decrease in the State appropriation accounts for the significant drop in revenues from the years 2010 to 2011 (a \$758,456 decrease).

Revenues are forecast based on current and historical activity levels. The forecast assumes a slight increase in activity and an anticipated reduction in court fees based upon a general downturn in economic conditions. Note that the Clerk follows the statutory guideline of establishing a 5% reserve against non-court projected revenues.

GROSS REVENUES 2010 – 2013

	<i>2010</i> Actual	<i>2011</i> Actual	<i>2012</i> Actual	<i>2013</i> Budget
Clerk Revenue	\$ 17,915,892	\$ 17,157,436	\$ 17,386,867	\$ 19,295,292



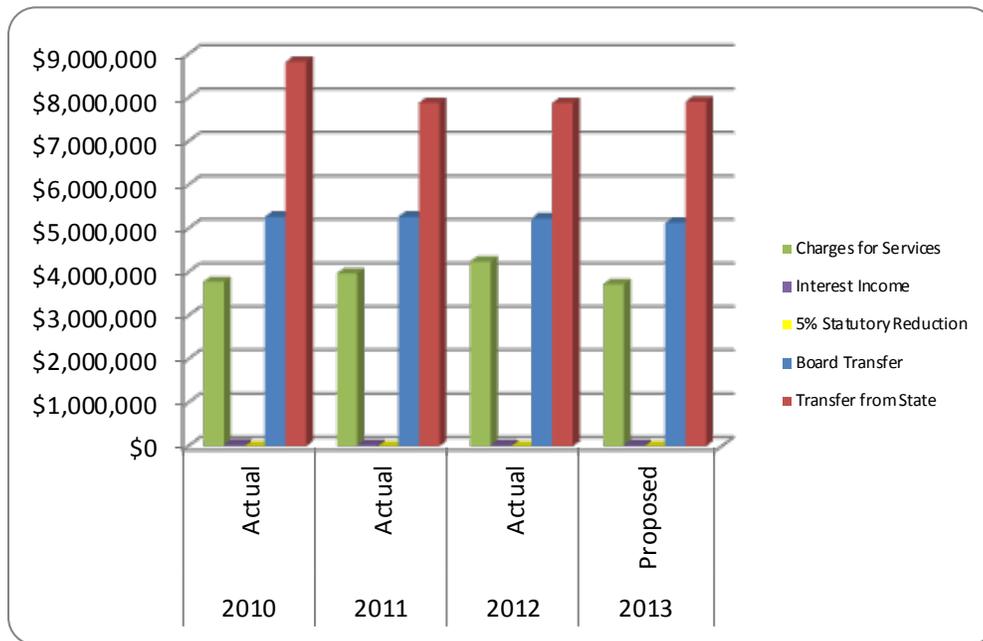
<i>Revenues, Carry Forward & Transfers by Major Class</i>	<i>2010 Actual</i>	<i>2011 Actual</i>	<i>2012 Actual</i>	<i>2013 Proposed</i>
Charges for Services	\$ 3,775,495	\$ 3,968,138	\$ 4,241,939	\$ 3,720,600
Carry Forward	-	-	-	2,619,987
Interest Income	40,303	30,039	25,551	29,100
5% Statutory Reduction	-	-	-	(119,900)
Board Transfer	5,273,500	5,273,200	5,238,000	5,133,200
Transfer from State	8,826,594	7,886,058	7,881,377	7,912,305
<i>Total Available for Operations</i>	<i>\$ 17,915,892</i>	<i>\$ 17,157,436</i>	<i>\$ 17,386,867</i>	<i>\$ 19,295,292</i>

The decrease in budgeted charges for services is largely a result of the decreased recording and related Public Records Modernization charges related to home sales. The slight increase in interest is a result of deposits on file with the Clerk's office to facilitate on-line transaction processing.

The decrease in Board Transfer was a result of a budget direction requested by the Board of County Commissioners for the Board to provide reduced funding for the Clerk to the Board functions. The BOCC requested 5% reduction across the county as part of budget policy. Due to significant previous cuts the Clerk was approved at a 2% reduction.

In FY 2013 transfer from the Supervisor of Elections is included in charges for services to fund accounting processes provided by the Clerk on their behalf was recorded in charges for services. Both revenues are now recorded in charges for services to simplify county wide financial statement consolidation.

Revenues by Major Category



MAJOR & KEY REVENUE SOURCES

Major Revenues:

The following charges for services comprise the major sources of the operating revenues collected by the Clerk's Office:

- Recording Fees
- Clerk of the Circuit Court State Authorized Fess, Cost, and Service Charges
- Transfer from BCC for services provided to BCC

Key Revenues:

Clerk of the Circuit and County Courts: Appropriations awarded through the budget cycle from the state.

- Appropriations – Effective July 1, 2009 the court system is funded through an appropriation from the State of Florida based upon approved budget submittal. These appropriations may be adjusted throughout the year based on state revenues collected and economic trends. FY13 reflects a slight decrease from the prior year budget.

Clerk to the Board: Transfer from the Board of County Commissioners to pay for activities of the Clerk's Office.

- Board Transfer – Transfer to cover Finance, Board Minutes and Records, and certain statutorily mandated court costs. The proposed Board of County Commissioners transfer of \$5,133,200 funds costs of services provided to the Board and reflects a 2% reduction from FY12 funding levels.

Recording: Fees paid to the Clerk for recording the official records of Collier County and collecting documentary and intangible tax due the Department of Revenue.

- Recording of Legal Documents – Charges for indexing and recording, making transcripts of records, and preparing Affidavits of Domicile. These fees have decreased dramatically when compared to several years ago. But this budget shows a decrease in comparison to last budget due to the reduced number of passport applications and expected reduction in records transcripts.
- Documentary Stamp Commissions: Commissions collected in processing documentary stamp sales. These fees are decreasing due to the reduced number of housing purchases recorded.

Miscellaneous: Revenue from sources not otherwise provided for above.

- Interest: Cash balances are expected to remain stable in FY 13. The Clerk no longer receives income from interest earned on investments. A minimal interest increase is expected on Special Revenue Funds carry forward balance.

ASSUMPTIONS FOR REVENUE ESTIMATES

The procedures used to estimate fees are as follows:

- **Recording Fees:** Based on an analysis of the historical trend, a prediction as to the amount of real estate and general economic activity for the coming year and an estimate of the number of documents to be recorded this year based on last year's activity.

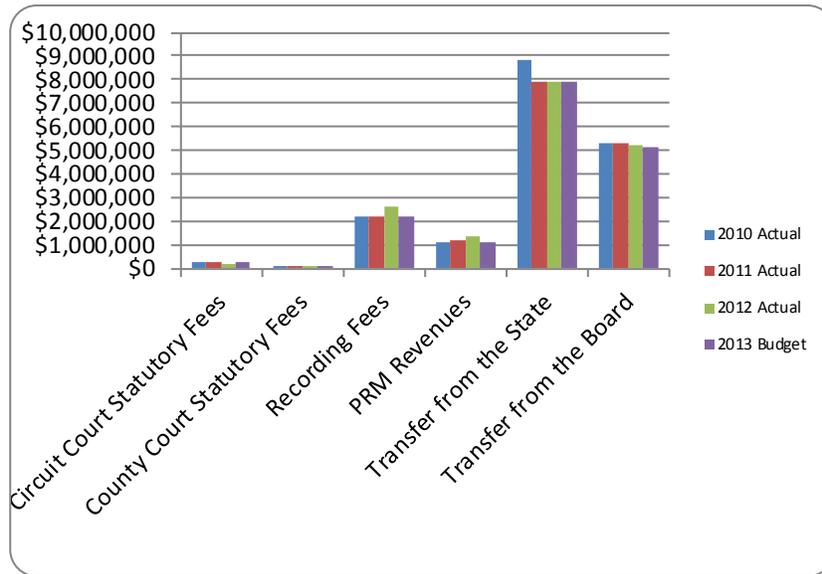
- **Clerk of the Circuit and County Court revenue** is based upon legislature policy. Budget policy for the courts is based upon Florida Statute and policies developed by the Florida Clerk of Courts Operation Corporation (FLCCOC). Budget Caps are established by the FLCCOC and approved by the legislature. The expenditure budget is prepared and submitted to the FLCCOC for approval. This becomes the basis for the state appropriation. This budget is controlled through a unit cost measurement (costs for court department divided by the number of new cases in that department). This measurement may result in a further reduction of the court related budgets if the number of court cases fall short of projections.

- **Special Revenue Funds** are linked directly to the statute changes in Article V for the court system. Effective July 1, 2009, 10% of all fines collected for the state are deemed revenue to the Court Technology Special Revenue Fund.

- On July 1, 2009 a law signed by the Governor of Florida significantly changing the court related budget of the Clerk of Courts. The budget cycle was shifted to a July 1 to June 30 reporting period to match the state budget cycle (from a county fiscal cycle of October 1 to September 30.) Funding for the court related budgets was changed to a state appropriation. This appropriation replaces the collected fees, fines, court costs and service charges from previous years. The collected fees, fines, court costs and service charges collected by the Clerk are now state revenues and are remitted monthly to the state of Florida.

- For Budget Reporting purposes in this document the Court Budget is comprised of 9 Months Budget of the current State Fiscal Year (October thru June), and 3 Months of the next State Fiscal Year (July thru September). While this can be confusing, we have attempted to simplify the reporting by combining the reporting periods into one comparable document.

SIGNIFICANT REVENUE TRENDS



Clerk of the Circuit and County Court State Authorized Fees, Cost, Service Charges: The previously mentioned revision to the State Constitution increased the fees, cost and service charges assessed against circuit court activity. These revenues are now State revenues and this portion of the budget is funded solely by state appropriations.

Recording and Documentary Stamp Fees: These fees combined are expected to slightly decrease in FY13 to \$2,177,200 or approximately back to FY11 levels.

Transfer from the Board of County Commissioners: These funds are transferred to the Clerk’s office to pay for the Clerk to Board functions (Finance, Board Minutes and Records and statutorily obligated court costs). The Board of County Commissioners has budgeted \$5,133,200 for the payment of these costs in FY 2013, a decrease of 2% from FY12.

REVENUE HISTORY AND FORECASTS BY DIVISIONS

Description	2010 Actual	2011 Actual	2012 Actual	2013 Budget
General Administration:				
Copies	\$ 597	212	1,558	300
Administrative Fee	44,176	37,002	37,137	37,000
Miscellaneous Fees and Charges	30,972	111,349	32,382	16,700
Total General Administration	\$ 75,744	\$ 148,563	\$ 71,076	\$ 54,000
Clerk to the Board:				
Copies	\$ 85,278	27,006	29,643	25,000
Lobbyist Registration Fees	6,050	5,275	3,850	7,000
Miscellaneous	25,964	132,332	38,788	70,000
Total Clerk to the Board	\$ 117,292	\$ 164,613	\$ 72,281	\$ 102,000
Clerk of the Circuit Court:				
State Authorized Fees, Cost, Service Charges	\$ 261,808	223,077	160,484	219,000
Clerk of the County Court:				
State Authorized Fees, Cost, Service Charges	\$ 51,056	40,347	43,532	43,500
Recording:				
User Fees	\$ 2,142,953	2,205,989	2,565,761	2,177,200
Management Information Systems:				
User Fees	\$ 1,315	6,095	22,639	1,000
Interest Income				
General Administration	\$ 29,713	21,101	18,348	21,000
Public Records Modernization (PRM)	10,590	8,938	7,202	8,100
	<u>\$ 40,303</u>	<u>30,039</u>	<u>25,551</u>	<u>29,100</u>
Public Records Modernization (PRM)				
Charges for Services	\$ 1,125,327	1,179,455	1,306,166	1,123,900
Total Service Charges	\$ 3,815,798	\$ 3,998,178	\$ 4,267,490	\$ 3,749,700
5% Statutory Reduction (non-court)	-	-	-	(119,900)
Net Service Charges and Interest	\$ 3,815,798	\$ 3,998,178	\$ 4,267,490	\$ 3,629,800
Board Transfer	5,273,500	5,273,200	5,238,000	5,133,200
State of Florida Transfer	8,826,594	7,886,058	7,881,377	7,912,305
Transfer from other funds	-	-	-	-
Carryforward PRM	-	-	-	2,619,987
Total	\$ 17,915,892	\$ 17,157,436	\$ 17,386,867	\$ 19,295,292

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EXPENDITURE SUMMARY

EXPENDITURE POLICIES

The Clerk of Courts in order to remain in compliance with Florida Statutes and maintain a balanced budget follows several policies each year in preparing the budgets for the State and local portions of the budget.

By statute several costs can only be charged to one area of the budget. Examples are facilities costs and technology which cannot be a part of the State court budget. Costs associated with the State court budget for personnel and operations are contained in the Court Services fund and only statutorily required costs (telephone, technology and facilities costs) are charged separately in the general fund or one of the Public Records Modernization funds.

The following chart illustrates the allocation of expenditures to the various funds of the Clerk's office:

<u>Expenditure Type:</u>	011 General Fund	013 Court Services	177 Court Technology	197 Public Records Modernization
General Administration	X	X		
Clerk to Board	X			
Clerk of Circuit Court	X	X		
Clerk of County Court	X	X		
Recording	X			
Management Information Systems	X		X	X
Public Records Modernization			X	X

CLERK OF THE COURTS DEPARTMENTAL BUDGET SUMMARIES OF ACTUAL
EXPENDITURES 2010 – 2012 AND BUDGET 2013

Department/Object Class	2010 Actuals	2011 Actuals	2012 Actuals	2013 Budget
General Administration				
Personal Services	\$ 1,388,518	1,518,331	1,573,464	1,909,700
Operating Expense	306,797	250,802	650,362	293,100
Capital Outlay	-	-	-	-
Total	1,695,314	1,769,133	2,223,826	2,202,800
Clerk to the Board				
Personal Services	2,395,450	2,389,709	2,346,056	2,499,100
Operating Expense	329,080	331,075	222,382	418,000
Capital Outlay	-	6,068	-	10,500
Total	2,724,530	2,726,852	2,568,438	2,927,600
Clerk of the Circuit Court				
Personal Services	3,207,599	3,252,354	3,135,398	3,499,500
Operating Expense	264,886	244,610	258,254	454,600
Total	3,472,485	3,496,964	3,393,652	3,954,100
Clerk of the County Court				
Personal Services	3,155,395	2,899,774	2,842,458	3,102,405
Operating Expense	171,453	293,393	144,758	271,500
Total	3,326,848	3,193,167	2,987,216	3,373,905
Recording				
Personal Services	1,089,684	1,047,682	1,014,495	1,046,200
Operating Expense	110,330	105,299	112,156	119,700
Capital Outlay	-	5,845	-	-
Total	1,200,013	1,158,826	1,126,651	1,165,900
Management Information Systems				
Personal Services	768,017	1,122,799	1,093,441	1,156,000
Operating Expense	494,407	894,562	866,661	758,000
Capital Outlay	175,896	865,507	915,998	5,000
Total	1,438,320	2,882,868	2,876,099	1,919,000
Public Records Modernization Funds				
Personal Services	1,104,914	781,649	755,287	800,100
Operating Expense	528,826	382,451	502,072	1,386,500
Capital Outlay	43,480	150,720	211,835	258,400
Reserves	-	-	-	1,306,987
Total	1,677,220	1,314,820	1,469,194	2,445,000
Summary				
Personal Services	13,109,576	13,012,299	12,760,600	14,013,005
Operating Expense	2,205,779	2,502,191	2,756,644	3,701,400
Capital Outlay	219,376	1,028,140	1,127,832	273,900
Reserves	-	-	-	1,306,987
Total Expenditures	\$ 15,534,731	16,542,631	16,645,076	19,295,292

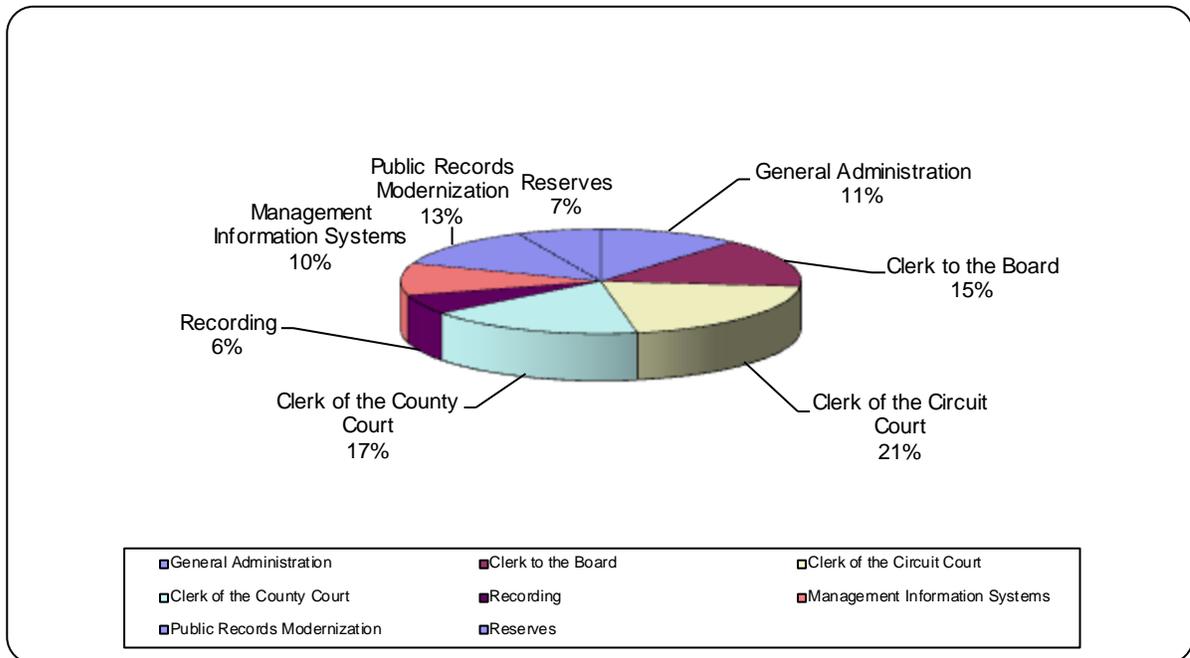
EXPENDITURES BY MAJOR CATEGORIES

	2010	2011	2012	2013
	Actual	Actual	Actual	Budget
EXPENDITURES				
MAJOR CATEGORIES:				
<i>Personnel Expenditures</i>				
Salaries	\$ 9,073,931	8,992,900	8,868,286	9,762,305
Retirement	931,513	853,455	452,954	684,800
Health	2,203,891	2,403,743	2,766,079	2,759,600
Other Benefits	900,240	762,202	673,281	806,300
<i>Total Personnel Expenditures</i>	<u>\$ 13,109,576</u>	<u>13,012,299</u>	<u>12,760,600</u>	<u>14,013,005</u>
<i>Operating Expenditures</i>				
Legal	\$ 166,178	184,545	508,961	200,100
Contractual	435,650	226,181	164,566	1,041,800
Travel	14,032	17,450	14,648	60,700
Telephone	93,922	102,684	107,689	115,100
Postage/Freight	141,577	138,369	126,547	172,600
Equipment/Maintenance	797,394	1,212,363	1,304,441	1,401,300
Other	557,026	620,599	529,792	709,800
<i>Total Operating Expenditures</i>	<u>\$ 2,205,779</u>	<u>2,502,191</u>	<u>2,756,644</u>	<u>3,701,400</u>
<i>Capital Expenditures</i>				
Equipment	\$ 179,576	888,231	703,942	14,000
Software	39,800	136,200	423,890	258,400
Other	-	3,709	-	1,500
<i>Total Capital Expenditures</i>	<u>\$ 219,376</u>	<u>1,028,140</u>	<u>1,127,832</u>	<u>273,900</u>
<i>Reserves</i>	\$ -	-	-	1,306,987
<i>Total Expenditures</i>	<u><u>\$ 15,534,731</u></u>	<u><u>16,542,631</u></u>	<u><u>16,645,076</u></u>	<u><u>19,295,292</u></u>

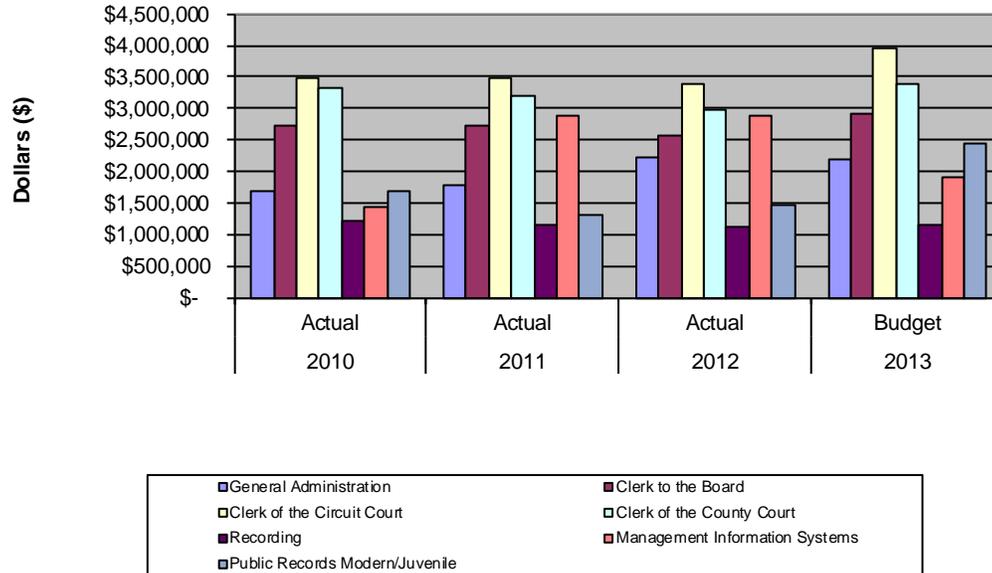
APPROPRIATIONS 2010 - 2013

All Funds Presentation By Function	2010 Actual	2011 Actual	2012 Actual	2013 Budget
General Administration	\$ 1,695,314	\$ 1,769,133	\$ 2,223,826	\$ 2,202,800
Clerk to the Board	2,724,530	2,726,852	2,568,438	2,927,600
Clerk of the Circuit Court	3,472,485	3,496,964	3,393,652	3,954,100
Clerk of the County Court	3,326,848	3,193,167	2,987,216	3,373,905
Recording	1,200,013	1,158,826	1,126,651	1,165,900
Management Information Systems	1,438,320	2,882,868	2,876,099	1,919,000
Public Records Modernization	1,677,220	1,314,820	1,469,194	2,445,000
Reserves	-	-	-	1,306,987
Total	\$ 15,534,731	\$ 16,542,631	\$ 16,645,076	\$ 19,295,292

2013 APPROPRIATIONS ALLOCATION



HISTORY OF EXPENDITURES BY DIVISION



CAPITAL BUDGETS BY DIVISION

Capital Outlay - General Fund	2010 Actual	2011 Actual	2012 Actual	2013 Budget	Variance	% Change
General Administration	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Clerk of the Board	-	6,068	-	10,500	10,500	100.00%
Clerk of the Circuit Court	-	-	-	-	-	0.00%
Clerk of the County Court	-	-	-	-	-	0.00%
Recording	-	5,845	-	-	-	0.00%
Management Information Systems	175,896	865,507	915,998	5,000	(910,998)	(18219.95%)
Public Records Modernization	43,480	150,720	211,835	258,400	46,565	18.02%
Total	\$ 219,376	\$ 1,028,140	\$ 1,127,832	\$ 273,900	\$ (853,932)	(83.06%)

ASSUMPTIONS FOR EXPENDITURE ESTIMATES

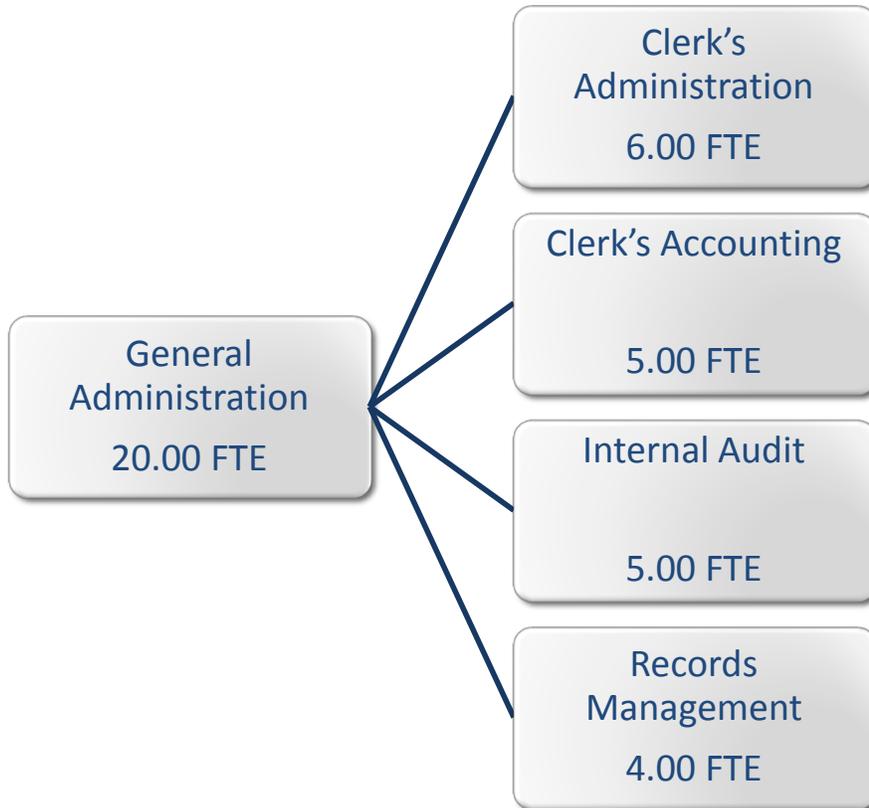
The procedures used to estimate expenditures are as follows:

- Total expenditures are largely personnel related, historically 75-80% of total expenditures. We do not anticipate any significant drop in our staffing levels for this budget cycle. We will be adding the staff for the Internal Audit department.
- There are no raises budgeted for the fifth consecutive year. Due to budget restrictions from the State and the Board of County Commissioners we are unable to offer merit increases, promotions or cost of living adjustments.
- The Florida State Retirement System will increase the rates for all classes of employees on July 1, 2013. On July 1, 2011 the legislature changed the laws to provide that all employees will contribute 3% towards their retirement. This mandate is being challenged in the Florida Courts.
- Operating expenses projected by the departments are to remain relatively stable.
- Capital expenditures will decrease in FY 2013 as the Probation and Child Support are the only remaining areas yet to migrate to our case management system.
- Legal fees will be declining with the expected resolution of the eminent domain interest lawsuit involving the Clerk's office.
- Based upon BOCC budget guidance the non-court budget was created with the goal of a 5% reduction from the prior year's budget. The Clerk's non-court budget for FY13 is 76.92% personnel services. Due to significant prior year cuts in staffing the Clerk's office was able to cut by 2%. The additional reduction in budget continues to erode the Clerk's ability to provide services.
- The State court budget was slightly reduced by from the prior budget based upon Florida Clerk of Courts Operations Corporation budget directives.

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DEPARTMENT BUDGET DETAILS

GENERAL ADMINISTRATION



GENERAL ADMINISTRATION – CLERK’S ADMINISTRATION

The Clerk’s Administration office provides the services required by the Florida Constitution, which includes: Clerk of the Circuit Court, Clerk of the County Court, County Comptroller/Treasurer, County Auditor, County Recorder, and Secretary/Ex-Officio Clerk of the County Commissioners. Costs are allocated between court and non-court functions based upon agency full time equivalents (FTE).

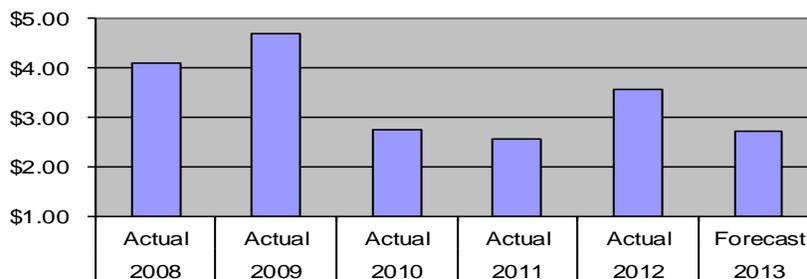
Key Objectives for 2013:

- Provide for the general management of the Clerk’s departments.
- Maintain and update Clerk’s office policies and procedures.
- Ensure all procurements of goods and services are acquired in an efficient and effective manner.
- Ensure that the Human Resources function is operated in compliance with state and federal laws and regulations.
- Continue to update, enhance and evolve CollierClerk.com
- Provide newsletters, press releases, notices and promotional materials utilizing print, audio, video and other forms of electronic media.
- Expand education seminars, speaking engagements, one on one meetings with the public, as requested.
- Respond to media and public requests for data and information related to court, official records and county government minutes and records.
- Promotion of the county-wide initiatives, like Sunshine Week, Internal Audit Awareness Month and Family Friendly Business Award by coordinating related outreach events and media activities.

Performance Measures:

□

Cost per citizen



Efficiency:

- Continue to provide the general management of the Clerk’s Office in a manner pursuant to Florida Statutes.
- Expansion of educational programs to enhance citizen awareness of the Clerk’s services available electronically.

GENERAL ADMINISTRATION – CLERK’S ADMINISTRATION

Appropriation Unit	FY 2011 Actual	FY 2012 Budget	FY 2012 Actual	FY 2013 Proposed	Increase/ (Decrease)	Percent Change
General Fund 011						
Personal Services	\$ 206,146	206,700	205,972	266,300	59,600	28.83%
Operating Expenses	118,597	363,300	363,197	142,100	(221,200)	(60.89%)
Capital Expenses	-	-	-	-	-	0.00%
Total Appropriations	324,743	570,000	569,168	408,400	(161,600)	(28.35%)
Permanent Positions	1.93	1.93	1.93	1.93	-	0.00%
Court Services Fund 013						
Personal Services	431,308	417,973	410,061	463,200	45,227	10.82%
Operating Expenses	36,897	207,263	205,934	37,100	(170,163)	(82.10%)
Capital Expenses	-	-	-	-	-	0.00%
Total Appropriations	468,205	625,236	615,995	500,300	(124,936)	(19.98%)
Permanent Positions	4.07	4.07	4.07	4.07	-	0.00%
Total All Funding Sources						
Personal Services	637,453	624,673	616,033	729,500	104,827	16.78%
Operating Expenses	155,494	570,563	569,130	179,200	(391,363)	(68.59%)
Capital Expenses	-	-	-	-	-	0.00%
Total Appropriations	\$ 792,947	1,195,236	1,185,163	908,700	(286,536)	(23.97%)
Permanent Positions	6.00	6.00	6.00	6.00	-	0.00%

Budget Highlights:

Actual FY 2012:

- Litigation the Clerk of Courts concerning eminent domain interest rights occurred in FY12.

Current FY 2013:

- The FY2013 budget represents a decrease of \$286,536 or 23.97% when compared to the FY2012 budget. The reduction is largely in the operating expenses due to the reduced legal fees from completion of the litigation between the Board of County Commissioners, the Clerk of Courts and a private individual over an eminent domain interest dispute.

Expanded FY 2013:

- There are no expanded positions and services planned for Fiscal Year 2013 budget.

Major Accomplishments Fiscal-Year 2012:

- Published and distributed issues of CollierClerk.com Newsletter through Clerk’s offices, other constitutional offices, public libraries, community groups, civic organizations and email distribution lists.
- Continued Clerks staff training in the use and functionality of the Clerk’s website in order to facilitate effective and efficient customer service.
- Enhanced audio, video and interactive capabilities of the Clerk’s website. Wrote and produced instructional video/test scripts.

- Received approximately 3000 “hits” per day to the enhanced Clerk’s Website.
- Expanded Community Outreach efforts through new services, online educational curriculum and public relations handouts.
- Installed self-service Traffic payment kiosks in all satellite offices around the county to increase efficiency and access by the public.
- Organized approximately 30 outreach activities with various civic, media and educational groups.

Major Goals Fiscal-Year 2013:

- Expand community outreach initiatives related to homeowner associations, public schools and civic groups in Collier County.
- Set-up and staff approximately 30 community outreach activities.
- Manage the ongoing process to update, edit and enhance the CollierClerk.com website.
- To increase public awareness and understanding of the Office of the Clerk of Courts.
- Utilize a multifaceted approach to bring the Clerk’s programs and services to citizens by delivering timely, accurate, useful and cost efficient information.

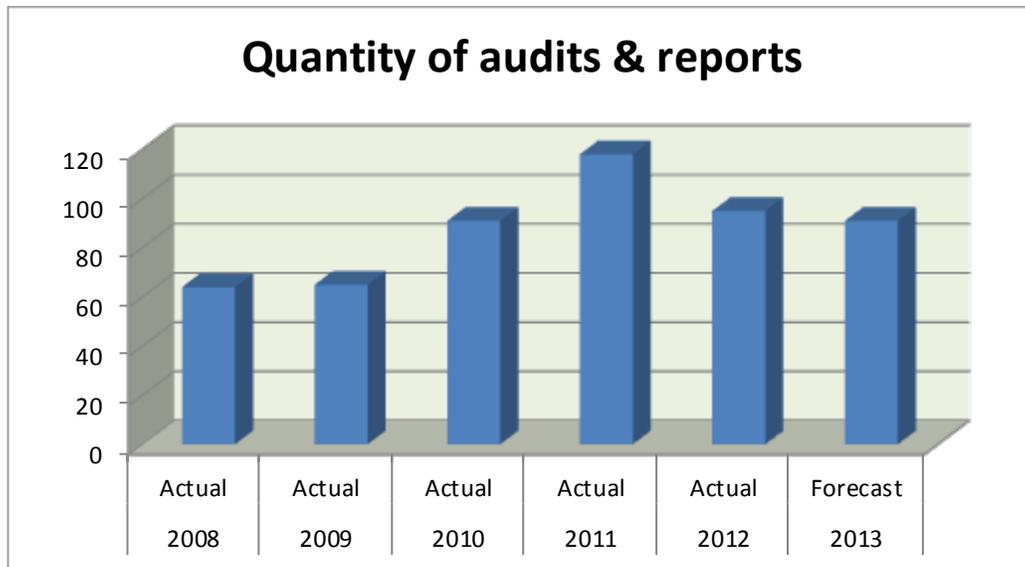
GENERAL ADMINISTRATION – CLERK’S ACCOUNTING

Clerk’s Accounting provides financial services to the Clerk’s Office to ensure that each department effectively and efficiently accomplishes their stated goals.

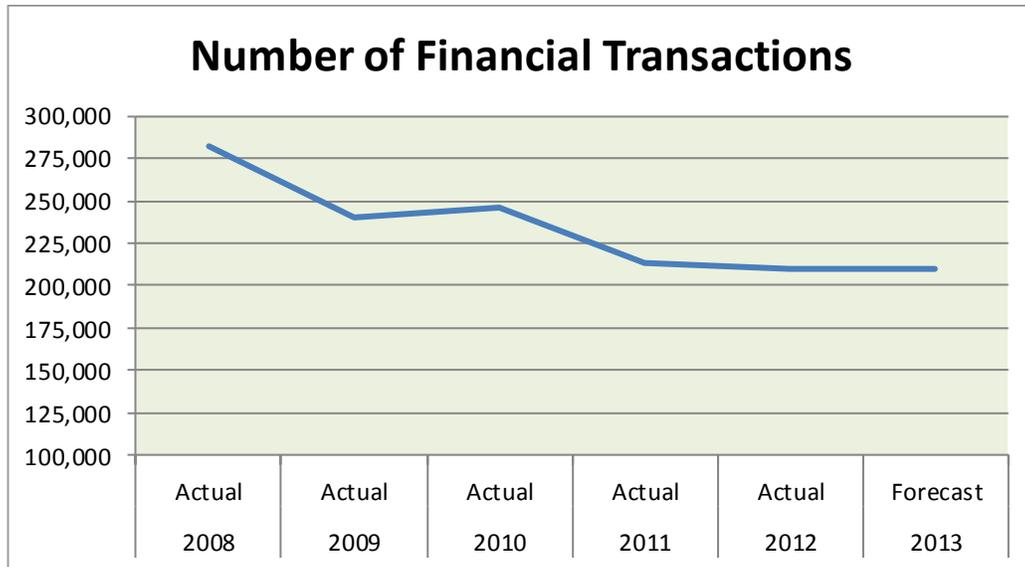
Key Objectives for 2013:

- Provide the Clerk of the Circuit Court with reasonable assurance that assets are safeguarded against loss from unauthorized use or disposition, and that all transactions are properly recorded to permit the preparation of financial statements in accordance with generally accepted accounting principles.
- Provide cash management services including the investment of excess operating funds in accordance with adopted policy.
- Provide ongoing reporting to departments regarding budget and activities.
- Maintain 100% on time reporting to departments and State and local agencies.
- Provide systems conversion support for Clerk Activities.
- Continue Court Systems interface with SAP.
- Continue timely reporting of all Article V (court related) reports.
- Continue to provide timely responses to all additional surveys and data requests as requested by the Florida Clerk of Courts Operation Corporation and other agencies.

Workload:



PERFORMANCE: To reduce the number of financial transactions through the use of automated systems eliminating human error and increasing productivity.



GENERAL ADMINISTRATION - CLERK'S ACCOUNTING

Appropriation Unit	FY 2011 Actual	FY 2012 Budget	FY 2012 Actual	FY 2013 Proposed	Increase/ (Decrease)	Percent Change
General Fund 011						
Personal Services	\$ 131,369	111,900	111,708	116,800	4,900	4.38%
Operating Expenses	11,365	11,100	10,956	13,800	2,700	24.32%
Capital Expenses	-	-	-	-	-	0.00%
Total Appropriations	142,734	123,000	122,664	130,600	7,600	6.18%
Permanent Positions	1.61	1.61	1.61	1.61	-	0.00%
Court Services Fund 013						
Personal Services	273,172	228,743	222,486	302,100	73,357	32.07%
Operating Expenses	6,724	6,950	4,824	12,300	5,350	76.98%
Capital Expenses	-	-	-	-	-	0.00%
Total Appropriations	279,895	235,692	227,309	314,400	78,708	33.39%
Permanent Positions	3.39	3.39	3.39	3.39	-	0.00%
Total All Funding Sources						
Personal Services	404,541	340,643	334,194	418,900	78,257	22.97%
Operating Expenses	18,089	18,050	15,780	26,100	8,050	44.60%
Capital Expenses	-	-	-	-	-	0.00%
Total Appropriations	\$ 422,630	358,692	349,974	445,000	86,308	24.06%
Permanent Positions	5.00	5.00	5.00	5.00	-	0.00%

Budget Highlights:

Actual FY 2012:

- Total expenditures for the fiscal-year 2012 are \$8,719 or 2.43 percent less than budgeted due to savings in personal services for declined health insurance coverage for an employee.

Current FY 2013:

- The fiscal-year 2013 budget represents an increase of \$86,308 or 24.06 percent when compared to the fiscal-year 2012 budget. This increase is due to the overall increased health and retirement costs projected for the year.

Expanded FY 2013:

- There are no expanded positions or programs included in the Fiscal Year 2013 budget.

Major Accomplishments Fiscal-Year 2012:

- 100% timely reporting to all required agencies and Board of County Commissioners.
- Received the GFOA Budget for the tenth consecutive year.
- Completed all audits with no audit comments.
- Provided cash management.
- Provided ongoing reporting to all departments.
- 100% on time reporting to all agencies.
- Provided support for court and accounts payable system conversions and continued SAP interfaces.
- Provided timely responses to surveys and data requests.

Major Goals Fiscal-Year 2013:

- Receive GFOA Distinguished Budget Award.
- Maintain 100% on time reporting to all required agencies.
- Complete the annual financial and all state audits with no audit comments.
- Complete conversion of Court Systems.
- Implement systems integration for additional credit cards and collections interfaces.

GENERAL ADMINISTRATION – INTERNAL AUDIT

The Clerk’s Internal Audit Department provides an independent, objective assurance of the accuracy of financial information. Audit plans are designed to add value and improve the organization’s operations for the Clerk’s Agency, the Board of County Commissioner’s departments, and guardianship audits. Internal Audit’s assurance activities are designed to add value and assist the organization in accomplishing its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes by providing objective analysis and constructive recommendations. As a result of ongoing litigation, the Clerk was precluded from auditing Board Departments beyond a pre-disbursement review since 2005. In November 2010, the pending litigation was finalized, in favor of the Clerk’s ability to audit. The original FY11 funding did not include funding for the Internal Audit Department; this was added in the second quarter of FY11. Actual activity for FY12 and activity forecast for FY13 includes full year funding for the department.

Key Objectives for 2013:

- Provide auditing services for the Board of County Commissioner’s including reviews of the reliability and integrity of information, compliance with fiscal policies and regulations, and the safeguarding of county assets.
- Provide auditing services for the Clerk’s Agency including reviews of the reliability and integrity of information, compliance with fiscal policies and regulations, the safeguarding of county assets, and promoting the economical and efficient use of resources.
- Provide guardianship audits required by Florida Statute 744.368; applying procedures to the annual accounting and inventory reports filed by Court appointed guardians. A nominal statutory fee is received by the Clerk’s Office for guardianship audits.

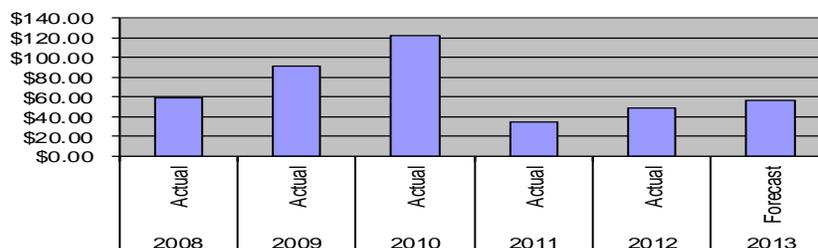
Workload:

	2008	2009	2010	2011	2012	2013
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Forecast</u>
Number of audits/special projects	50	10	10	21	51	55
Number audit/special project hours	4,600	1,600	1,600	5997	7614	7957
Number of Guardianship Audits	796	790	795	786	731	780

Performance: Reduce cost per audit.

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Cost per Audit/Special Projects



The large reduction in FY 2010 is a result of the reallocation of Internal Audit staff during the litigation.

GENERAL ADMINISTRATION - INTERNAL AUDIT

Appropriation Unit	FY 2011 Actual	FY 2012 Budget	FY 2012 Actual	FY 2013 Proposed	Increase/ (Decrease)	Percent Change
General Fund 011						
Personal Services	\$ 133,823	303,100	303,002	375,600	72,500	23.92%
Operating Expenses	13,273	11,700	11,600	18,000	6,300	53.85%
Capital Expenses	-	-	-	-	-	0.00%
Total Appropriations	\$ 147,096	314,800	314,602	393,600	78,800	25.03%
Permanent Positions	4.00	3.00	4.00	4.00	-	33.33%
Court Services Fund 013						
Personal Services	92,632	92,002	90,718	104,700	12,698	13.80%
Operating Expenses	364	101	1	500	399	393.68%
Capital Expenses	-	-	-	-	-	0.00%
Total Appropriations	92,996	92,103	90,720	105,200	13,097	14.22%
Permanent Positions	1.00	1.00	1.00	1.00	-	0.00%
Total All Funding Sources						
Personal Services	226,455	395,102	393,720	480,300	85,198	21.56%
Operating Expenses	13,637	11,801	11,602	18,500	6,699	56.76%
Capital Expenses	-	-	-	-	-	0.00%
Total Appropriations	\$ 240,092	406,903	405,321	498,800	91,897	22.58%
Permanent Positions	5.00	4.00	5.00	5.00	-	25.00%

Budget Highlights:

Actual FY 2012:

- The expenditures for fiscal-year 2012 are \$1,582 or 0.39 percent less than the budget. This variance is attributed to minor personal costs reductions.

Current FY 2013:

- The fiscal-year 2013 budget reflects an increase of approximately \$91,897 or 22.58 percent, when compared to the previous fiscal cycle due to the expected addition of another auditor.

Expanded FY 2013:

- There is one additional position scheduled to be added to bring staffing levels to pre-litigation levels.

Major Accomplishments Fiscal-Year 2012:

- Increased the completion of audit reports and special projects by 30 projects.
- Continued to build positive working relationships with the Clerk of Courts personnel and the Board of County Commissioner Departments.
- Developed a formalized internal audit work plan that validates costs and controls.
- Completed formal policies and procedures.

Major Goals Fiscal-Year 2013:

- Provide auditing services to the County in an efficient and effective manner.
- Provide guardianship audits required by the Florida Statutes.
- Provide auditing services for Clerk of Court Operations.
- Implement processes that enable a more effective follow-up of audit recommendations.
- Continue to build positive relationships with clients to enable audit to offer value added services.
- Identify and establish processes to complete risk assessment and identify deficiencies in risk management within departments.

GENERAL ADMINISTRATION – RECORDS MANAGEMENT

The Clerk’s Records Management provides a systematic approach to controlling all phases of records retention. They continue to reduce the proliferation of paper providing efficient access to needed information, properly dispose of obsolete records, provide documentation of compliance with laws, ordinances and other regulations and to maintain historical records.

Key Objectives for 2013:

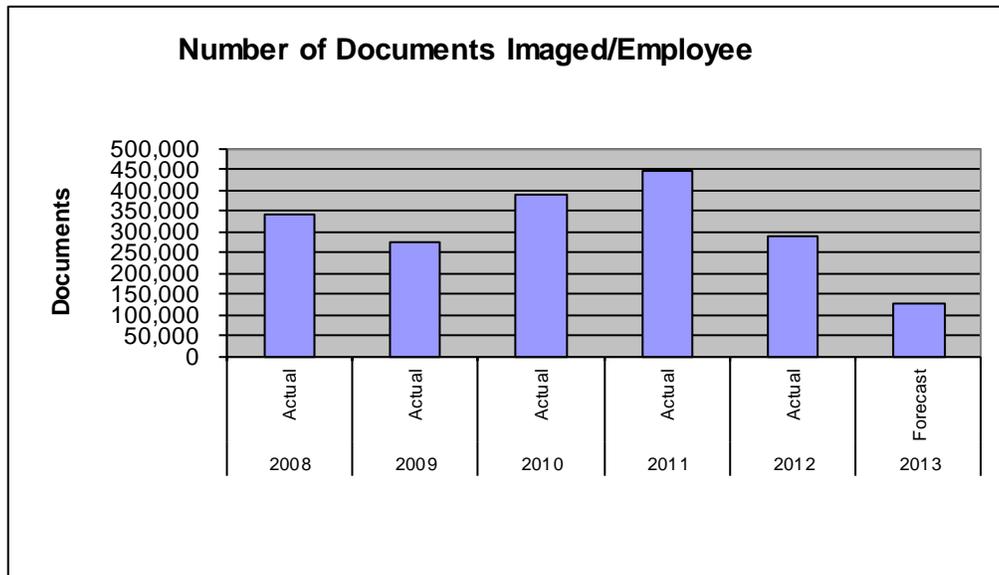
- Continue to microfilm records for archival storage and compliance requirements, reducing volumes of paper files and maximizing limited storage space.
- Remove expunged records on microfilm. Fulfill request to retrieve and deliver stored records to various clerk departments in a timely manner.
- Ensure that historical records are maintained in a proper climatic environment.
- Maintain records according to records retention laws and efficiently execute destruction of obsolete records to maximize storage space.

Workload:

	2008	2009	2010	2011	2012	2013
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Forecast</u>
Boxes stored	2,225*	2,225*	2,225*	2,225*	2,225*	2,225*
Documents microfilmed	2,750,255	2,223,357	2,711,443	1,777,156	1,157,701	500,000

* Maximum capacity

Efficiency:



GENERAL ADMINISTRATION – RECORDS MANAGEMENT

Appropriation Unit	FY 2011 Actual	FY 2012 Budget	FY 2012 Actual	FY 2013 Proposed	Increase/ (Decrease)	Percent Change
General Fund 011						
Personal Services	\$ 82,963	76,800	76,630	93,000	16,200	21.09%
Operating Expenses	42,860	41,400	41,260	53,100	11,700	28.26%
Capital Expenses	-	-	-	-	-	0.00%
Total Appropriations	125,823	118,200	117,890	146,100	27,900	23.60%
Permanent Positions	1.28	1.28	1.28	1.28	-	0.00%
Court Services Fund 013						
Personal Services	166,920	168,027	152,888	188,000	19,973	11.89%
Operating Expenses	20,722	14,767	12,590	16,200	1,433	9.70%
Capital Expenses	-	-	-	-	-	0.00%
Total Appropriations	187,642	182,794	165,478	204,200	21,406	11.71%
Permanent Positions	2.72	2.72	2.72	2.72	-	0.00%
Total All Funding Sources						
Personal Services	249,883	244,827	229,517	281,000	36,173	14.78%
Operating Expenses	63,582	56,167	53,851	69,300	13,133	23.38%
Capital Expenses	-	-	-	-	-	0.00%
Total Appropriations	\$ 313,464	300,994	283,368	350,300	49,306	16.38%
Permanent Positions	4.00	4.00	4.00	4.00	-	0.00%

Budget Highlights:

Actual FY 2012:

- Total expenditures are \$17,626 or 5.86 percent below the FY 2012 budget due to a decrease in personal services and operating costs. This reduction is due to a partial year staffing vacancy.

Current FY 2013:

- The cost for current services increased by \$49,306 or 16.38 percent when compared to FY 2012 budget. This increase is for full staffing expected within the department during the fiscal cycle.

Expanded FY 2013:

- There are no expanded positions included in the Fiscal Year 2013 budget.

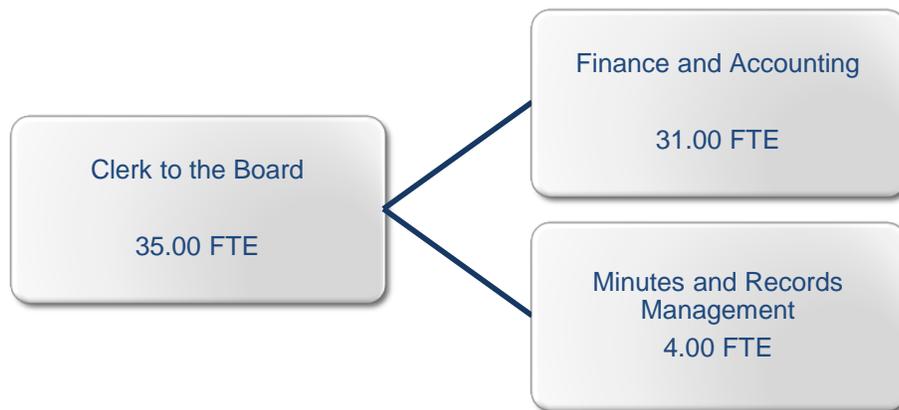
Major Accomplishments Fiscal-Year 2012:

- Converted agency microfilm to digital images.

Major Goals Fiscal-Year 2013:

- Improve technology and enhance records distribution through use of computer disks (CD) versus paper or microfilm.
- Enhance document retrieval through automation.
- Maintain or improve the number of documents imaged per employee.
- Sustain a highly organized, efficient storage/retrieval and microfilm processing division for the finance, historical, court and official records.
- Evaluate maintain and preserve all public and official records in compliance with records retention laws.
- Efficiently manage proper disposal of obsolete records in compliance with Florida retention schedules.

CLERK TO THE BOARD



CLERK TO THE BOARD – FINANCE AND ACCOUNTING

Finance audits all accounting and finance related transactions of the Board of County Commissioners to assure compliance with laws, ordinances, resolutions, and adopted policies; accounts for all Board transactions in conformity with generally accepted accounting principles; safeguards all County funds; manages investment and debt; advises the Board of County Commissioners on finance and accounting matters; and prepares the Comprehensive Annual Financial Report (CAFR).

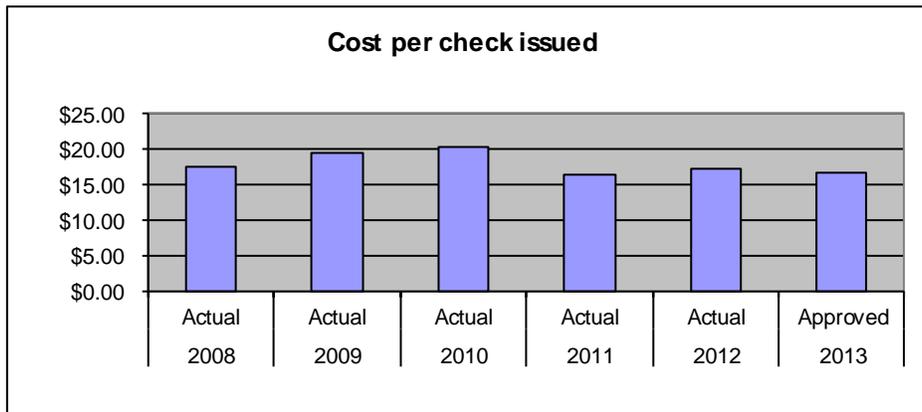
Key Objectives for 2013:

- Maintain books and accounts for the Board of County Commissioners in accordance with generally accepted accounting principles and in compliance with statutory requirements.
- Ensure that the CAFR is prepared and audited annually in accordance with generally accepted auditing standards.
- Ensure that the proper reports and financial statements are filed with the Office of the Auditor General and Federal and State agencies.
- Provide cash management services including the investment of excess operating funds in accordance with the County’s Investment Policy and state statute.
- Monitor debt service requirements and compliance with bond covenants.
- Obtain GFOA CAFR recognition.

Workload:

	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Forecast
Vendor invoices processed	104,922	93,893	88,887	91,336	78,827	84,000
Payroll checks/wires	53,043	48,984	47,394	48,629	51,231	50,500
Total	157,965	142,877	136,281	139,965	130,058	134,500

Efficiency:



CLERK TO THE BOARD - FINANCE AND ACCOUNTING

Appropriation Unit	FY 2011 Actual	FY 2012 Budget	FY 2012 Actual	FY 2013 Proposed	Increase/ (Decrease)	Percent Change
Personal Services	\$ 2,161,434	2,121,700	2,121,572	2,262,200	140,500	6.62%
Operating Expenses	138,971	125,600	125,489	143,900	18,300	14.57%
Capital Expenses	-	-	-	3,000	3,000	0.00%
Total Appropriations	\$ 2,300,404	2,247,300	2,247,061	2,409,100	161,800	7.20%
Permanent Positions	33.00	34.00	34.00	31.00	(3)	(8.82%)

Budget Highlights:

Actual FY 2012:

- Expenditures are \$2,121,572 or approximately 0.01 percent less than appropriated.

Current FY 2013:

- The FY13 budget reflects an increase of \$161,800 or 7.20 percent. The majority of this increase is personal expenses related to increased health and retirement expenses.

Expanded FY 2013:

- There are no expanded positions included in the Fiscal Year 2013 budget. Authorized FTEs are being reduced by three positions toward the BOCC budget guidance of 5% reduction.

Major Accomplishments Fiscal-Year 2012:

- Submitted the Collier County Board of County Commissioners Comprehensive Annual Financial Report for the “Certificate of Excellence in Financial Reporting” for FY 2011.
- Received CAFR Certificate of Excellence in reporting for twenty consecutive years.
- Continued timely processing of invoices and payroll.
- Restructured the Contracts and Accounts Payable staff to provide continuity of services.

Major Goals Fiscal-Year 2013:

- Receive CAFR Certificate of Excellence in reporting for Fiscal Year 2012.
- Prepare Board of County Commissioners and SOE financial statements for FY 2012.
- Timely submission of all financial reports including debt service reporting.
- Continue implementation of SAP modules or other integrated packages to maximize technology and minimize the need to expand personnel.
- Provide prudent cash management and maximize return on investment while safeguarding principal.
- Fully implement the Dolphin accounts payable enhancement software and integrate with the SAP financial package.

CLERK TO THE BOARD – BOARD MINUTES AND RECORDS

Board Minutes and Records provides/produces accurate, concise minutes of the Board of County Commissioners’ meetings and related committees, for the benefit of the general public, staff, and the Board.

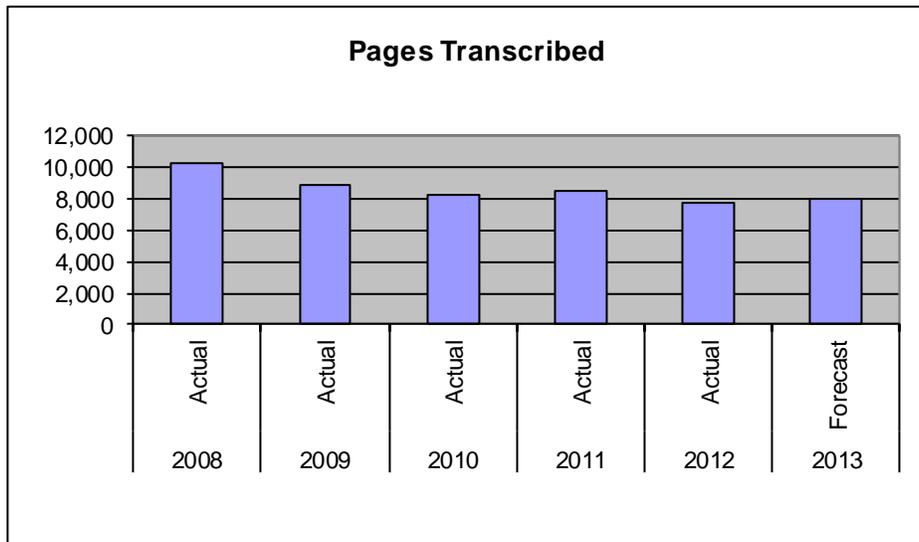
Key Objectives for 2013:

- Review of archived records on database for placement and accuracy.
- Coordinate with County staff a more efficient way to receive minutes from advisory boards.
- Update webpage to maintain clear and concise record retrieval.
- Work toward an updated payment process for the Value Adjustment Board and lobbyist registration.
- Coordinate with records management to digitize BMR microfilm.

Workload:

	2008	2009	2010	2011	2012	2013
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Forecast</u>
Board/Committee Meetings	84	69	78	78	37	40
Number of Pages Transcribed	10,275	8,885	8,223	8,419	7,700	8,000

Efficiency:



CLERK TO THE BOARD - BOARD MINUTES AND RECORDS

Appropriation Unit	FY 2011 Actual	FY 2012 Budget	FY 2012 Actual	FY 2013 Proposed	Increase/ (Decrease)	Percent Change
Personal Services	\$ 228,276	224,600	224,484	236,900	12,300	5.48%
Operating Expenses	192,104	97,000	96,893	274,100	177,100	182.58%
Capital Expenses	6,068	-	-	7,500	7,500	0.00%
Total Appropriations	\$ 426,448	321,600	321,377	518,500	196,900	61.23%
Permanent Positions	4.00	4.00	4.00	4.00	-	0.00%

Budget Highlights:

Actual FY 2012:

- Total expenditures for fiscal-year 2012 are slightly less than the FY 2012 budget.

Current FY 2013:

- The fiscal-year 2013 budget reflects an increase of approximately \$196,900 or 61.23 percent, when compared to the prior year budget due to expected increase in transcription fees.

Expanded FY 2013:

- There are no expanded positions included in the Fiscal Year 2013 budget.

Major Accomplishments Fiscal-Year 2012:

- Automated Value Adjustment Board (online petition filing).
- VAB Clerk and Property Appraiser coordinated the installation of the AXIA system.
- Training on usage of AXIA by all participants: VAB Clerk, Property Appraiser, Special Magistrates and VAB legal counsel.
- Archived documents digitized from microfilm for online access.
- Effectively and efficiently transcribe and maintain minutes and records.

Major Goals Fiscal-Year 2013:

- Continue to efficiently and effectively provide minutes and records to the public and to staff.
- Providing and maintaining high levels of customer service and research assistance.
- Streamline customer interaction processes in the Value Adjustment Board appeal process and the Lobbyist registration/account maintenance procedure.
- Processing and maintaining of documents/records while meeting ordinance and statute requirements.

CLERK OF THE CIRCUIT COURT

Clerk of the Circuit Court

56.16 FTE

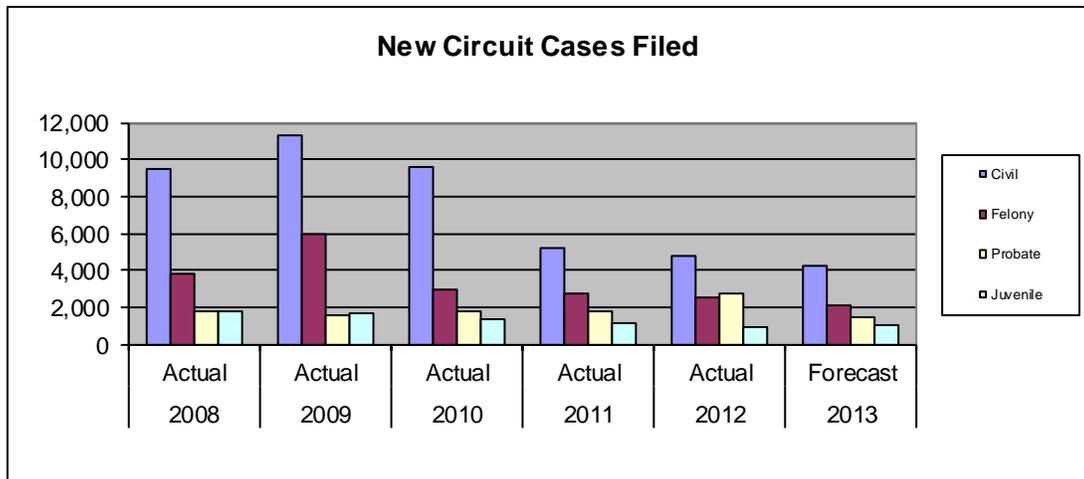
CLERK OF THE CIRCUIT COURT – CIRCUIT OPERATIONS

The Clerk as Clerk of the Circuit Courts performs the constitutional and statutory duties of the Circuit Courts in maintaining Court Records and in providing responsible service to the judiciary, the legal community and the public.

Key Objectives for 2013:

- Process all felony, probate, juvenile, guardianship, and circuit civil cases in a timely manner consistent with state standards.
- Prepare court calendars, attend court hearings and trials, record and maintain court evidence.
- Process circuit court level appeals and prepare for the District Court.

Caseload:



Efficiency:

	State Standards		Quarterly Reporting				Annual
	ANNUAL Projected % of new cases OPENED within X business days after initial documents are clocked in		1 07/01/11-09/30/11	2 10/01/11-12/31/11	3 01/01/12-03/31/12	4 04/01/12-06/30/12	07/01/11-06/30/12
Circuit							
Criminal (<i>defendants</i>)	80%	2 bus. days	93.2%	96.8%	98.2%	98.0%	96.6%
Juvenile Delinquency (<i>juveniles</i>)	80%	2 bus. days	100.0%	98.7%	100.0%	100.0%	99.7%
Civil (cases)	80%	2 bus. days	99.6%	59.8%	87.2%	87.9%	83.6%
Circuit Probate (cases)	80%	2 bus. days	64.0%	61.2%	99.7%	92.1%	79.3%
Family (cases)	80%	3 bus. days	100.0%	95.0%	97.3%	99.6%	98.0%
Juvenile Dependency (cases)	80%	2 bus. days	96.9%	95.9%	98.0%	100.0%	97.7%
	ANNUAL Projected % of docket entries entered within X business days after clock in/action taken date		07/01/11-09/30/11	10/01/11-12/31/11	01/01/12-03/31/12	04/01/12-06/30/12	07/01/11-06/30/12
Circuit							
Criminal (<i>defendants</i>)	80%	3 bus. days	99.0%	98.6%	98.3%	98.7%	98.7%
Juvenile Delinquency (<i>juveniles</i>)	80%	3 bus. days	99.7%	98.7%	99.9%	98.5%	99.2%
Civil (cases)	80%	3 bus. days	99.8%	77.3%	98.5%	99.3%	93.7%
Circuit Probate (cases)	80%	3 bus. days	98.0%	93.9%	98.5%	92.4%	95.7%
Family (cases)	80%	3 bus. days	99.9%	77.0%	99.3%	98.7%	93.7%
Juvenile Dependency (cases)	80%	3 bus. days	98.8%	99.4%	99.6%	99.9%	99.4%

CLERK OF THE CIRCUIT COURT – CIRCUIT OPERATIONS

Appropriation Unit	FY 2011 Actual	FY 2012 Budget	FY 2012 Actual	FY 2013 Proposed	Increase/ (Decrease)	Percent Change
Personal Services	\$ 3,252,354	3,228,523	3,135,398	3,499,500	270,977	8.39%
Operating Expenses	244,610	317,795	258,254	454,600	136,805	43.05%
Capital Expenses	-	-	-	-	-	0.00%
Total Appropriations	\$ 3,496,964	3,546,319	3,393,652	3,954,100	407,781	11.50%
 Permanent Positions	 60.49	 58.67	 56.16	 56.16	 (2.51)	 (4.28%)

Budget Highlights:

Actual FY 2012:

- Total expenditures are \$3,393,652 or 4.30 percent less than the adopted budget. The majority of the difference is within the personal services. This is attributable to unfilled positions from retirement and departmental re-organization in the court areas.

Current FY 2013:

- The fiscal-year 2013 budget reflects an increase of \$407,781 or 11.50 percent, when compared to the prior year's adopted budget due to increases in health, retirement, printing and office supplies expenses projected during the fiscal cycle.

Expanded FY 2013:

- There are no expanded positions included in the Fiscal Year 2013 budget however there was an allocated reduction of existing position of 2.51 FTEs.

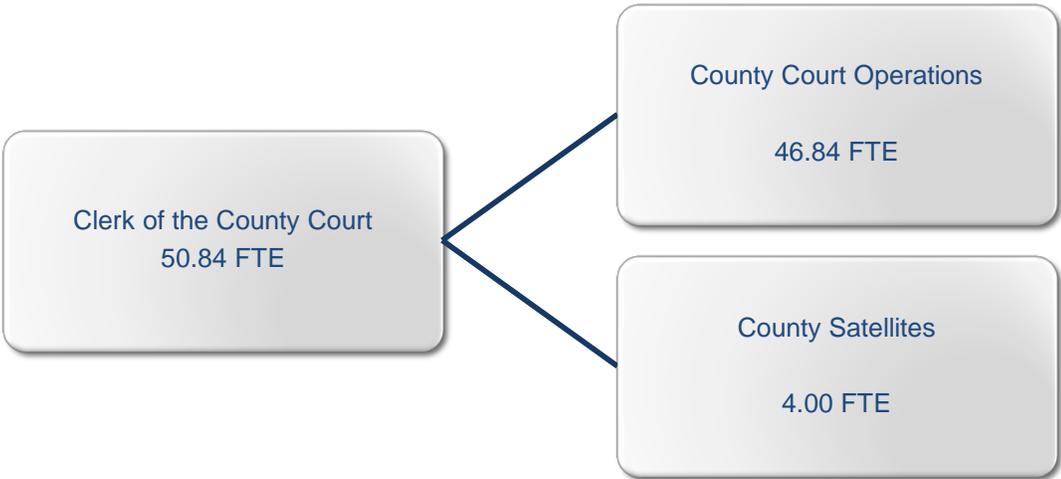
Major Accomplishments Fiscal-Year 2012:

- Continue software conversion for the Civil department and enhancements to court records information system for the Traffic and Criminal departments.
- Updated levy procedures for use as reference information for deputy clerks.
- Increased timeliness of opening and docketing cases further above state standards.
- Consistently met state standards as required in Article V reporting.

Major Goals Fiscal-Year 2013:

- Continue conversion to the new court system for the remaining departments (Probation and Child Support).
- Meet state timeless requirements for opening cases after initial documents are clocked into the system.
- Meet state docketed entry requirements after initial documents are clocked into the system.
- Cross-train employees to work in all departments with the new court system.

CLERK OF THE COUNTY COURT



CLERK OF THE COUNTY COURT – COUNTY COURT OPERATIONS

Clerk to the County Court performs the constitutional and statutory duties of the County Courts in maintaining Court Records and in providing responsible service to the judiciary, the legal community and the public.

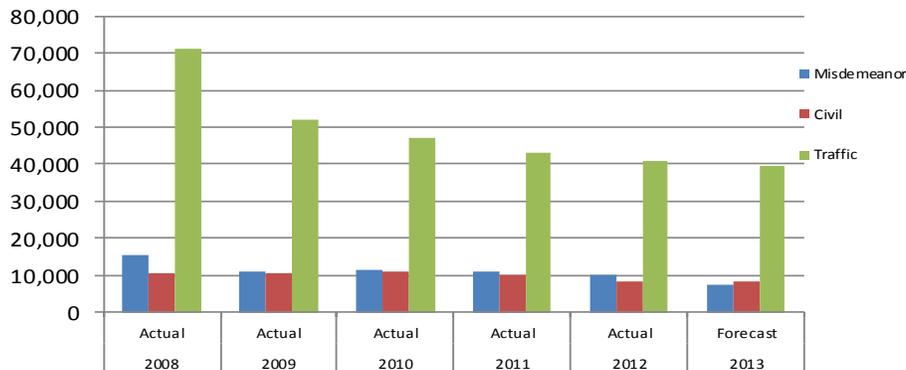
Key Objectives for 2013:

- Process traffic infractions, criminal actions (traffic and misdemeanors), and all civil actions with claims under \$15,000.
- Assist customers in filing small claims and landlord tenant actions, prepare court calendars, attend hearings and trials, and record and maintain court evidence.
- Process appeals to the Circuit Court level and assemble the jury pool for all local courts.
- Prepare statistical reports for reporting to the state.

Caseload:

□

New County Cases Filed



Efficiency:

	State Standards		Quarterly Reporting				Annual
			1	2	3	4	
	ANNUAL Projected % of new cases OPENED within X business days after initial documents are clocked in		07/01/11-09/30/11	10/01/11-12/31/11	01/01/12-03/31/12	04/01/12-06/30/12	07/01/11-06/30/12
County							
Criminal (<i>defendants</i>)	80%	3 bus. days	96.2%	96.1%	97.1%	98.4%	97.0%
Criminal Traffic (<i>UTC</i>)	80%	2 bus. days	95.5%	92.3%	96.2%	98.5%	95.6%
Civil (cases)	80%	2 bus. days	99.6%	68.1%	85.9%	85.1%	84.7%
Civil Traffic (<i>UTC</i>)	80%	4 bus. days	99.9%	99.6%	99.1%	99.1%	99.4%
	ANNUAL Projected % of docket entries entered within X business days after clock in/action taken date		07/01/11-09/30/11	10/01/11-12/31/11	01/01/12-03/31/12	04/01/12-06/30/12	07/01/11-06/30/12
County							
Criminal (<i>defendants</i>)	80%	3 bus. days	98.4%	98.2%	97.9%	98.1%	98.2%
Criminal Traffic (<i>UTC</i>)	80%	3 bus. days	98.2%	97.8%	97.8%	98.2%	98.0%
Civil (cases)	80%	3 bus. days	99.8%	80.1%	97.9%	98.6%	94.1%
Civil Traffic (<i>UTC</i>)	80%	4 bus. days	99.7%	98.8%	99.0%	99.4%	99.2%

CLERK OF THE COUNTY COURT – COUNTY COURT OPERATIONS

Appropriation Unit	FY 2011 Actual	FY 2012 Budget	FY 2012 Actual	FY 2013 Proposed	Increase/ (Decrease)	Percent Change
Personal Services	\$ 2,639,951	2,672,140	2,588,442	2,827,905	155,765	5.83%
Operating Expenses	271,650	166,715	122,265	242,900	76,185	45.70%
Capital Expenses	-	-	-	-	-	0.00%
Total Appropriations	\$ 2,911,601	2,838,855	2,710,707	3,070,805	231,950	8.17%
Permanent Positions	53.33	53.33	53.33	50.84	(2.49)	(4.67%)

Budget Highlights:

Actual FY 2012:

- Total expenditures are \$2,710,707 or 4.51 percent less than the adopted budget. This decrease is attributable to unfilled positions from retirement and departmental re-organization in the court areas.

Current FY 2013:

- The cost for current services increased by \$231,950 or 8.17 percent when compared to the prior budget year, anticipating personal services health and retirement expense increases during the fiscal budget cycle.

Expanded FY 2013:

- There are no expanded positions included in the Fiscal Year 2013 budget.
- There was an allocated reduction of existing position of 2.49 FTEs.

Major Accomplishments Fiscal-Year 2012:

- Complied with TCATS, the state mandated electronic transfer of traffic dispositions and driver license suspensions.
- Completed the criminal system computer upgrade. This will improve reporting to other agencies.
- Continued the cross training of employees.
- Met all eight performance measures on timeliness each quarter (see chart previous page).
- Met all four collection measures each quarter (see chart previous page).

Major Goals Fiscal-Year 2013:

- Continue to upgrade court computer system.
- Complete software conversion to new court records information system.
- Meet state timeliness requirements for opening cases after initial documents are clocked into the system.
- Meet state docketed entries requirements after initial documents are clocked into the system.
- Continue cross-training for employees as new departments are added to the new court system.

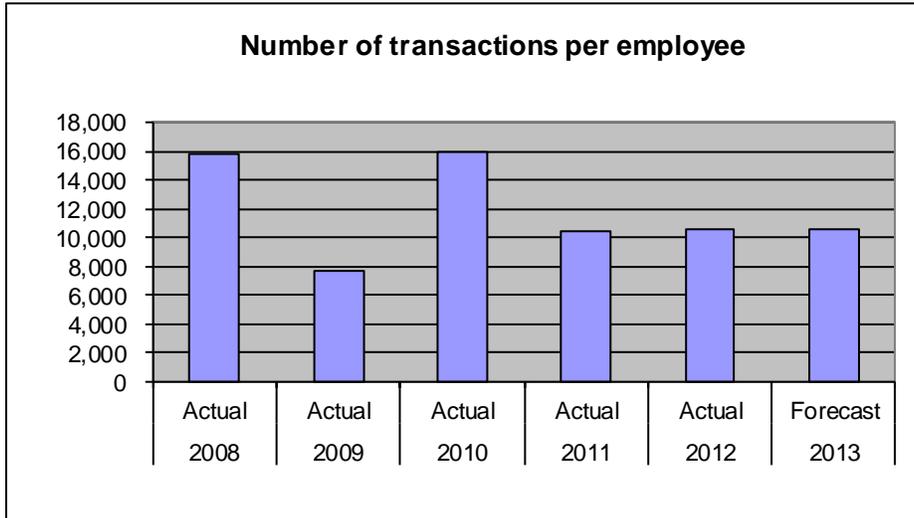
CLERK OF THE COUNTY COURT – COUNTY SATELLITE OFFICES

Collier County is the largest county in Florida at 2025 square miles. The Satellite offices provide the citizens of Collier County an alternative to traveling to the Courthouse. In FY 2010, due to budgetary constraints, 4 satellite offices were closed eliminating 10.75 satellite clerk positions.

Key Objectives for 2013:

- Providing services throughout the County to best serve citizens in declining economic conditions.
- Successful conversion of court information management system including cross training of employees on new systems.

Efficiency:



Note: With the closing of 4 satellite offices, activity has increased at the Courthouse. The closing of offices has reduced the number of locations available for citizens to conduct their business. Transactions per employee have remained steady since the 2010 closing of four satellite offices.

CLERK OF THE COUNTY COURT – COUNTY SATELLITE OFFICES

Appropriation Unit	FY 2011 Actual	FY 2012 Budget	FY 2012 Actual	FY 2013 Proposed	Increase/ (Decrease)	Percent Change
Personal Services	\$ 259,823	259,885	254,016	274,500	14,615	5.62%
Operating Expenses	21,743	26,545	22,493	28,600	2,055	7.74%
Capital Expenses	-	-	-	-	-	0.00%
Total Appropriations	\$ 281,566	286,430	276,509	303,100	16,670	5.82%
Permanent Positions	4.00	5.00	4.00	4.00	(1.00)	(20.00%)

Budget Highlights:

Actual FY 2012:

- Total expenditures are \$276,509 or 3.46 percent less than the FY 2012 budget. This is primarily due to reduced personal services costs due to a retirement during the year.

Current FY 2013:

- The cost for current services increased by \$16,670 or 5.82 percent when compared to the prior budget due to the increase health and retirement expenses.

Expanded FY 2013:

- There are no expanded positions included in the Fiscal Year 2013 budget.

Major Accomplishments Fiscal-Year 2012:

- Crossed trained clerks and cashiers on court information system for Traffic.
- Enhanced training on all Courts/Finance related systems.

Major Goals Fiscal-Year 2013:

- Conversion of all court related systems to new technology.
- Cross-training for courthouse cashiers and satellite staff with all cashier functions and accounting systems.
- Maintain adequate customer service in a declining economic market using enhanced technology, including customer self-service kiosks.
- Pursue possible site locations for additional kiosks or satellite operations.

CLERK OF THE COUNTY COURT – COLLECTIONS

Per State statute Misdemeanor Collections was outsourced beginning in FY 2010 to two collection agencies. Outsourcing this function provides a cost effective method for the collection of current and past due fines and fees imposed by the judicial system. Fees for these services are added to the customer charges collected by each agency at no additional cost to the tax payers.

Key Objectives for 2013:

- Enhance collection of fines and fees through mandated outsourcing after assessments become 90 days past due.

PERFORMANCE MEASURES:

Court Type	Amount Assessed	Amount Collected	Percentage collected for reporting control groups through 06/30/12	FLCCOC Statewide Annual Standard Criteria
Circuit Criminal	\$ 3,987,545	\$ 667,035	16.73%	9%
County Criminal	\$ 1,243,364	\$ 652,630	52.49%	40%
Juvenile Delinquency	\$ 54,760	\$ 18,274	33.37%	9%
Traffic Criminal	\$ 2,570,540	\$ 1,809,953	70.41%	40%
Circuit Civil	\$ 4,755,030	\$ 4,744,386	99.78%	90%
County civil	\$ 1,583,245	\$ 1,577,364	99.63%	90%
Traffic Civil	\$ 8,751,183	\$ 8,026,189	91.72%	90%
Circuit Probate	\$ 590,831	\$ 590,705	99.98%	90%
Family	\$ 678,250	\$ 647,050	95.40%	75%

Currently all standard criteria for collection are being met.

CLERK OF THE COUNTY COURT – COLLECTIONS

Budget Highlights:

- There is no budget for this department. It is presented for historical information purposes only. A statutory change require that all past due balances now be submitted to attorneys or collection agencies. In June, 2010 the Clerk's office contracted with two collection firms for the pursuit of these past due balances.

Major Accomplishments Fiscal-Year 2012:

- Met all of the state standard collections requirements for the quarterly control groups ending with the September, 2012 collection period except circuit criminal due to incarceration of individuals.
- Converted all records for referral to external collection agencies after 90 days.

Major Goals Fiscal-Year 2013:

- Refer records after 90 days to be processed to collection agency through an automated system in the court management system.

RECORDING

Recording

18.00 FTE

RECORDING

The Recording Department records all deeds, leases, mortgages and all other instruments that may be required or authorized by law to be recorded and processes passport applications and marriage licenses.

Key Objectives for 2013:

- Efficiently maintain a cost effective, high level of customer service within the recording, official records, passport acceptance, marriage licenses and tax deed sales departments.
- Implement eRecording to provide greater efficiency with less paper documents to be delivered, opened, scanned and mailed.
- Record and store documents that need to be recorded in the public record.
- Assist customers researching the public record.
- Collect documentary and intangible stamp tax due the Florida Department of Revenue.
- Maintain a daily register of recorded documents and maintain an index to the Official Records.
- Continue enhancement to the new recording software package.

Workload:

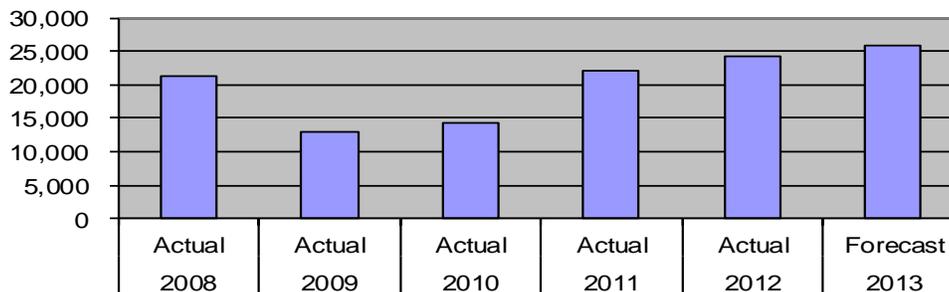
	2008	2009	2010	2011	2012	2013
Number of instruments recorded	<u>Actual</u> 644,480	<u>Actual</u> 390,495	<u>Actual</u> 401,246	<u>Actual</u> 397,431	<u>Actual</u> 435,856	<u>Forecast</u> 464,154

Note: The significant decreases in documents recorded following 2008 can be attributed to the downturn in the economy, specifically the housing market.

Efficiency:

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Number of Instruments Recorded/Employee



The number of documents recorded has steadily increased since 2011.

RECORDING

Appropriation Unit	FY 2011 Actual	FY 2012 Budget	FY 2012 Actual	FY 2013 Proposed	Increase/ (Decrease)	Percent Change
Personal Services	\$ 1,047,682	1,014,600	1,014,495	1,046,200	31,600	3.11%
Operating Expenses	105,299	112,300	112,156	119,700	7,400	6.59%
Capital Expenses	5,845	-	-	-	-	0.00%
Total Appropriations	\$ 1,158,826	1,126,900	1,126,651	1,165,900	39,000	3.46%
Permanent Positions	18.00	18.00	18.00	18.00	-	0.00%

Budget Highlights:

Actual FY 2012:

- Total expenditures are \$1,126,651 or approximately 0.02 percent less than budget.

Current FY 2013:

- The cost for current services increased by \$39,000, or 3.46 percent when compared to the prior year appropriation. The increase is attributable to health and retirement increases expected during the fiscal cycle.

Expanded FY 2013:

- There are no expanded positions included in the Fiscal Year 2013 budget.

Major Accomplishments Fiscal-Year 2012:

- Completed the first stage of Official Records Imaging System (ORIS) for recording and cashiering.
- Maintained a low turnover rate in the department.
- Completed upgrade of recording software.

Major Goals Fiscal-Year 2013:

- Electronic recording of Court document in-house from other departments will begin in the current budget cycle.
- External eRecording with outside business should begin early this fiscal year.
- Develop and implement Tax Deed software to streamline the processes for tax deed sales and accounting procedures.

MANAGEMENT INFORMATION SYSTEMS

Management Information
Systems

20.00 FTE

MANAGEMENT INFORMATION SYSTEM

Management Information System (MIS) provides data processing software, hardware and administrative support to the Board of County Commissioners and its staff, the Clerk of the Circuit Court, the Supervisor of Elections and the Judiciary.

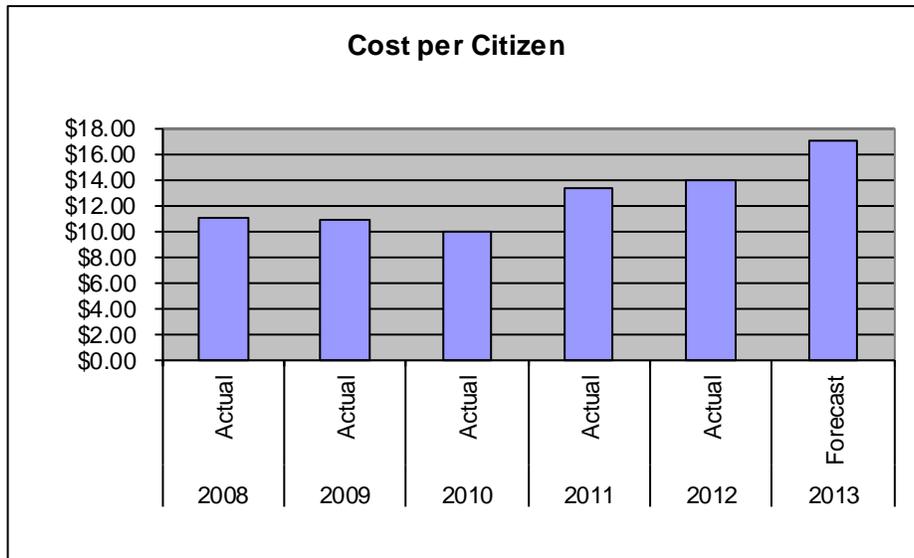
Key Objectives for 2013:

- Increase response time to daily issues by focusing on technology services.
- Provide prompt, courteous and precise service.
- Exploit system resources to maximize speed and reliability.
- Refine functional area software as identified by user priorities.
- Create interface for data exchanges between agencies to eliminate duplicate data entry.
- Maximize imaging of clerk documents and records.

Workload:

	2008 <u>Actual</u>	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Forecast</u>
DEC Users	704	663	600	600	600	93
Active Directory Accounts	350	375	300	300	300	300
Disk Space Used	10TB	10TB	15TB	15TB	18TB	20TB
Windows Servers	45	50	65	65	63	60
Software development hours	28,000	28,000	25,000	19,000	19,000	19,000
Personal Computers/Workstations	425	430	390	300	300	300

Efficiency:



MANAGEMENT INFORMATION SYSTEMS

Appropriation Unit	FY 2011 Actual	FY 2012 Budget	FY 2012 Actual	FY 2013 Proposed	Increase/ (Decrease)	Percent Change
General Fund 011						
Personal Services	\$ 1,122,799	1,094,300	1,093,441	1,156,000	61,700	5.64%
Operating Expenses	894,562	867,000	866,661	758,000	(109,000)	(12.57%)
Capital Expenses	865,507	916,100	915,998	5,000	(911,100)	(99.45%)
Reserves	-	-	-	-	-	0.00%
Total Appropriations	2,882,868	2,877,400	2,876,099	1,919,000	(958,400)	(33.31%)
Permanent Positions	11.55	11.74	11.74	11.74	-	0.00%
Court Technology Fund 177						
Personal Services	781,649	802,400	755,287	800,100	(2,300)	(0.29%)
Operating Expenses	291,349	507,189	381,337	658,600	151,411	29.85%
Capital Expenses	-	191,600	107,237	115,400	(76,200)	(39.77%)
Reserves	-	1,068,146	-	1,017,630	(50,516)	(4.73%)
Total Appropriations	1,072,998	2,569,335	1,243,861	2,591,730	22,395	0.87%
Permanent Positions	8.45	8.26	8.26	8.26	-	0.00%
Public Records Modernization 197						
Personal Services	-	-	-	-	-	0.00%
Operating Expenses	91,102	381,000	120,735	727,900	346,900	91.05%
Capital Expenses	150,720	840,384	104,598	143,000	(697,384)	(82.98%)
Reserves	-	-	-	289,357	289,357	0.00%
Total Appropriations	241,822	1,221,384	225,333	1,160,257	(61,127)	(5.00%)
Permanent Positions	-	-	-	-	-	0.00%

Budget Highlights:

Actual FY 2012:

- Total expenditures are \$4,345,293 or approximately 18.82 percent less than budget (excluding reserves). This is primarily due to reduced capital expenditures via office automation and the aggressive replacement of aging equipment with newer more effective and less expensive replacements over the last two years. The MIS department is now partially funded by the Court Technology Fund 177 and the Public Records Modernization Fund 197.

Current FY 2013:

- The FY2013 budget was decreased \$997,132 or 14.95 percent to as a result of the updates that have taken place in the last two budget years.

Expanded FY 2013:

- There are no expanded positions included in the Fiscal Year 2013 budget.

Major Accomplishments Fiscal-Year 2012:

- Implemented new Clerk's Public Inquiry System for Criminal.
- Completed SAP, scheduled road-mapped changes, including Paymetrics and Project Systems.

- Completed the Traffic module of the new court information system.
- Implemented the Dolphin account payable software upgrade.

Major Goals Fiscal-Year 2013:

- Ensure data security and provide system redundancy.
- Maintain disaster recovery site in accordance with Supreme Court guidelines.
- Maximize system availability.
- Manage technology to minimize risk of service interruption.
- Increase staff knowledge base to meet and maintain business objectives.
- Provide user driven services.
- Maximize workflow to create efficiencies.

SPECIAL REVENUE FUNDS

SPECIAL REVENUES – PUBLIC RECORDS MODERNIZATION

Public Records Modernization, Fund 197, provides equipment, training, and support to the Clerk's Office and others who use the public records of Collier County so that they can have convenient access to the information needed to conduct their business. Fund 197 cannot be used for salaries.

Key Objectives for 2012:

- The Public Records Modernization Fund provides funding to the Clerk of Courts to purchase new or upgraded equipment to enhance productivity or improve the level of services provided by the Clerk's Office.
- The Fund was established pursuant to Chapter 28.24, Florida Statutes. This statute requires that an additional service charge be paid to the Clerk for deposit into the Fund for each instrument recorded in the official records with \$1 for the first page and \$.50 for each additional page. These funds can only be used for equipment, training, and associated services as provided by the statute.

Major Accomplishments Fiscal-Year 2012:

- Completed the SAP Financial Management changes for the Board of County Commissioners, Supervisor of Elections and the Clerk of the Circuit Court.
- Implemented the Dolphin accounts payable enhancement to SAP.

Major Goals Fiscal-Year 2013:

- Ensure that all data processing staff are properly trained and certified.
- Continue to implement the SAP Financial Management road-mapped enhancements.
- Fund additional personnel, operating and capital expenses in the MIS department related to Public Records Modernization.

Budget Highlights:

The fiscal-year 2013 budget reflects a continuing migration from traditional mainframe computer service to distributed processing, using local area networks. Productivity tools, such as software utilities and shared services are budgeted. This new environment will minimize expenses such as mainframe maintenance. The addition of more integrated software with the SAP financial reporting system will increase the reporting capabilities and timeliness of information to all users.

PUBLIC RECORDS MODERNIZATION – FUND 197

Appropriation Unit	FY 2011 Actual	FY 2012 Budget	FY 2012 Actual	FY 2013 Proposed	Increase/ (Decrease)	Percent Change
<i>Revenues</i>						
Recording Fee	\$ 217,914	215,000	245,360	216,000	1,000	0.47%
Interest	4,299	4,500	3,287	4,000	(500)	(11.11%)
Revenue Reserve	-	(11,000)	-	(10,800)	200	(1.82%)
Total Revenues	222,213	208,500	248,646	209,200	700	0.34%
Carry Forward	-	1,012,884	-	951,057	(61,827)	(6.10%)
Total	\$ 222,213	1,221,384	248,646	1,160,257	(61,127)	(5.00%)
<i>Expenditures</i>						
Operating Expenses	\$ 91,102	381,000	120,735	727,900	346,900	91.05%
Capital Expenses	150,720	840,384	104,598	143,000	(697,384)	(82.98%)
Total Expenditures	241,822	1,221,384	225,333	870,900	(350,484)	(28.70%)
Reserve for Contingency	-	-	-	289,357	289,357	0.00%
Total	\$ 241,822	1,221,384	225,333	1,160,257	(61,127)	(5.00%)
Permanent Positions	-	-	-	-	-	0.00%

Carry forward or “Fund Balance” is expected to fund ongoing project costs for Software upgrades to the accounting system as well as other modernization projects in 2012 – 2013.

Note: Fund 197 current revenues are not sufficient to fund current operations. The fund balance is sufficient to fund costs in FY2013, however the long term sustainability of modernization efforts will be significantly impacted when the fund balance is depleted. Long term technology resources are necessary for the continued streamlining of processes and systems stabilization.

Failure to replace the declining revenues with a sustainable revenue stream will degrade services or eliminate the ability to continue some services. In striving for streamlining and efficiencies a decline in investment in automation and technology significantly hinders the ability to keep pace with current processes.

SPECIAL REVENUES – COURTS INFORMATION TECHNOLOGY

Courts Information and Technology, Fund 177, provides personnel, equipment, training, and support to the information technology needs of the court system to ensure an effective means of maintaining court data.

Key Objectives for 2013:

- The Courts Information Technology Fund provides funding to the Clerk of Courts to provide information technology services to the court system. This includes personal services, operating expenses and to purchase new or upgraded equipment to enhance productivity or improve the level of services provided by the Clerk's Office.
- The Fund was established pursuant to Chapter 28.24, Florida Statutes and became effective June 1st of 2004. This statute requires that an additional \$1.90 service charge be paid to the Clerk for deposit into the Fund for each instrument recorded in the official records. The use of these funds is limited by statute. Funds can only be used for information services related to the court system.

Major Accomplishments Fiscal-Year 2012:

- Funded personnel, operating and capital expenses in the MIS department.
- Upgrade several court related systems.
- Successfully migrated the civil departments onto the case management software system.

Major Goals Fiscal-Year 2013:

- Continue implementation of the Courts System modules.
- Continue integration of additional financial elements.
- Ensure that all data processing staff are properly trained and certified.
- Continue funding personnel, operating and capital expenses in the MIS department.

Budget Highlights:

The fiscal-year 2013 budget reflects a continuing migration from traditional mainframe computer service to distributed processing, using local area networks in the court system. Productivity tools, such as software utilities and shared services are budgeted. This new environment will minimize expenses as mainframe maintenance. The expected completion and migration to the Showcase (court) system will enhance information availability. This new system will also allow cross training for departments to offer greater flexibility to the staffing needs of the Clerk's office.

COURTS INFORMATION TECHNOLOGY – FUND 177

Appropriation Unit	FY 2011 Actual	FY 2012 Budget	FY 2012 Actual	FY 2013 Proposed	Increase/ (Decrease)	Percent Change
<i><u>Revenues</u></i>						
Recording Fee	\$ 961,541	950,000	1,060,806	950,000	-	0.00%
Interest	4,640	5,000	3,916	4,100	(900)	(18.00%)
Revenue Reserve	-	(31,800)	-	(31,300)	500	(1.57%)
Total Revenues	966,180	923,200	1,064,722	922,800	(400)	(0.04%)
Carry Forward	-	1,646,135	-	1,668,930	22,795	1.38%
Total	\$ 966,180	2,569,335	1,064,722	2,591,730	22,395	0.87%
<i><u>Expenditures</u></i>						
Personal Services	\$ 781,649	802,400	755,287	800,100	(2,300)	(0.29%)
Operating Expenses	291,349	507,189	381,337	658,600	151,411	29.85%
Capital Expenses	-	191,600	107,237	115,400	(76,200)	(39.77%)
Total Expenditures	1,072,998	1,501,189	1,243,861	1,574,100	72,911	4.86%
Reserve for Contingency	-	1,068,146	-	1,017,630	(50,516)	(4.73%)
Total	\$ 1,072,998	2,569,335	1,243,861	2,591,730	22,395	0.87%
Permanent Positions	8.45	8.26	8.26	8.26	-	0.00%

Carry forward or “Fund Balance” is expected to offset costs of the Court Record Information System over the next 1-2 years. The permanent positions for the personal services in this fund are reported in the Management Information Technology department.

Note: Fund 177 current revenues are not sufficient to fund current operations. The fund balance is sufficient to fund costs in FY2013, however the long term sustainability of modernization efforts will be significantly impacted when the fund balance is depleted. Long term technology resources are necessary for the continued streamlining of processes and systems stabilization. If sustainable revenues are not authorized by the legislature or alternative transfers authorized by BOCC, services will be impacted. FY13 reflects a 0.87% increase in costs due to increased operating expenses. Reserves continue to be depleted for ongoing costs of MIS.

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GLOSSARY

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ACH – Automated Clearing House

Accrual – A method of accounting in which each expense or revenue item is entered as it is earned or incurred regardless of when actual payments are received or made.

Adopted Budget – The financial plan of revenues and expenditures for a fiscal year as approved by the Clerk.

Amendment – A change to an adopted budget which may increase or decrease a fund total.

Appropriation – A specific amount of funding authorized by the Clerk of Courts to a Department from which obligations may be incurred and expenditures may be made.

Available – Collectible revenues within the current period or soon enough thereafter to be used to pay liabilities of the current period.

Balanced Budget – A financial plan where the total sum of money collected in a year is equal to the amount it spends on goods, services, debt and interest.

BOCC – Board of County Commissioners also referred to as BOCC or the **Board**

Budget – A financial plan for the operation of a program or organization for a specified period of time (fiscal year) that matches anticipated revenues with proposed expenditures.

Budget Calendar – The schedule of key dates involved in the process of preparing a budget for the ensuing fiscal year.

Budget Document – The official written statement which details the annual fiscal year financial plan for the Clerk of Courts.

CAFR (Comprehensive Annual Financial Report) – A report on the financial condition of Collier County at the end of the fiscal year. This report is prepared annually and submitted to the State of Florida. Prior to submission, the CAFR is reviewed by Collier County's external auditors, who render an opinion on its accuracy.

COCC – Clerk of the Circuit Court

Capital Budget – The capital budget is that portion of the Budget that deals with projects for the construction, renovation, improvement, acquisition and original furniture and equipment of any building, structure, facility, land or land rights. The Clerk’s capital only consists of items purchased with a value greater than \$1,000 and a useful life greater than 12 months.

Capital Special Revenue Fund – These are funds used to finance particular activities from the receipts of specific taxes or other revenue. Such a fund is created by constitution or statute to provide certain activities with definite and continuing revenues. After the fund is created, it usually continues year after year until discontinued or revised by equivalent authority. Accounting transactions are treated the same as they are in the General Fund.

CAT – Collier Area Transit

CD – computer disk

CIP – Capital Improvement Plan

COLA – Cost of Living Adjustment

Compensated Absences – Accrued but unused vacation or sick leave that an employee can receive compensation for in the future, when certain conditions are met. A liability is accrued for vacation leave that has been earned and vested. This liability is noted on the financial statements but not budgeted by the Clerk.

Current Service – An existing program or service. The current service budget is the amount necessary to continue to provide existing programs.

DCA – District Court of Appeals

Department – An organizational unit responsible for carrying out a major governmental function.

Division – A basic organizational unit which is functionally unique in its service delivery.

Encumbrance – The commitment and setting aside, but not yet expending, of appropriated funds to purchase an item or service.

Expanded Service – A new program or enhancement to an existing program. The expanded service budget includes the costs to provide new services and enhancements to existing services.

Expenditure – Decreases in fund financial resources, through actual payments or transfers for the procurement of assets or the cost of goods and/or services received.

FLCCOC – Florida Clerk of Courts Operation Corporation.

Fees – A charge by government associated with providing a service, permitting an activity, or imposing a fine or penalty.

Fiduciary Funds – Fiduciary funds are used to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, governments, and other funds.

Fiscal Policy – The county government’s policies with respect to taxes, spending and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

FLCCOC – Florida Clerk of Courts Operations Corporation

Fringe Benefits – These employee benefits include social security, retirement, group health, dental and life insurance.

FTE (Full Time Equivalent) – This is a measure of the number of full time employees allocated to a department or cost center.

Function – A major class of grouping of tasks directed toward a common goal, such as executive, financial and administrative, other general government, and judicial. For the purposed utilized in budgetary analysis, the categories of functions have been established by the State of Florida and financial reports must be grouped according to those established functions.

Fund – A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and charges therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance – The excess of fund assets less fund liabilities. These unspent funds can be carried forward to the following year’s budget. This only occurs in the Clerk’s budget in the Special Revenue Funds.

Fund 177 – Court Information Technology Fund established by State Statute 28.24.

Fund 197 – Public Records Modernization Fund established by State Statute 28.24.

FY (Fiscal Year) – The annual budget year runs from October 1 through September 30.

GAAFR (Governmental Accounting, Auditing and Financial Reporting) – The “blue book” published by the Government Finance Officers Association to provide detailed guidance for the application of accounting principles for governments.

GAAP (Generally Accepted Accounting Principles) – Accounting rules and procedures established by authoritative bodies or conventions that have evolved through custom and common usage.

General Fund – The primary operating fund of the County, used to account for all County revenues not designated for a special purpose. All local tax dollars are channeled into the General Fund, which supports most general purpose County government services and day-to-day operations, including police, fire, and education.

GFOA – Governmental Finance Officers Association

Goal – A statement that describes the purpose toward which an endeavor is directed, such as a target or target area.

Governmental Funds – Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and enterprise funds.

Grant – A contribution of assets (usually cash) by one governmental unit or other organization to another made for a specified purpose.

Indirect Costs – Costs associated with, but not directly attributable to, the providing of a product or service. These are usually costs incurred by service departments in the support of operating departments.

Infrastructure – The public facilities and services needed to support residential development, including highways, bridges, schools and sewer and water systems.

Intergovernmental Revenue – Revenue received from another governmental unit.

ICMA – International City/County Management Association.

Level of Service – The existing or current services, programs and facilities provided by government for its citizens. Level of service is dependent upon needs, alternatives, and available resources.

Levy – To impose taxes, special assessments or services on the general population. Or, another term used for millage rate.

Line-item Budget – A budget that lists each account category separately along with the dollar amount budgeted for each account, such as office supplies, travel and per diem, or rent.

LWIT – Lorenzo Walker Institute of Technology

Management Information Services – Technical support department of the Clerk of Courts.

Mandate – Any responsibility, action or procedure that is imposed by one sphere of government on another through constitutional, legislative, administrative, executive or judicial action as a direct order, or that is required as a condition of aid.

Measurable – The amount of the transaction that can be reasonably estimated.

MIS – Management Information System

Modified Accrual Basis of Accounting – A basis of accounting whereby revenues are recognized when they become measurable and available. Expenditures are recognized when a liability is incurred.

Object Code – An account to which an expense or expenditure is recorded in order to accumulate and categorize the various types of payments that are made by governments. These are normally grouped into personal services, operating expenditures, capital outlay and other categories for budgetary analysis and financial reporting purposes. Certain object codes are mandated by the State of Florida Uniform Accounting System.

Objective – The planned attainment of an accomplishment which contributes to reaching an established goal.

Operating Budget – A comprehensive plan, expressed in financial terms, by which an operating program is funded for a single fiscal year. It includes estimates of a) the services, activities and sub activities comprising the Clerk's operations; b) the resultant expenditure requirements and c) the resources available for their support.

Operating Expenditures – These are expenditures of day-to-day operations such as office supplies, repairs and maintenance, and travel and per diem.

ORIS (Official Records Imaging System) – Software for automated recording systems

Personal Services – Costs related to compensating employees, including salaries and wages and fringe benefit costs.

PRM – Public Records Modernization

Reserve – An account used to indicate that a portion of fund balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Return on Investment (ROI) – Analysis of cost benefit of purchase.

Revenue – Funds that a government receives as income. These receipts may include tax payments, interest earnings, service charges, grants and intergovernmental payments.

Revenue Estimate – A formal estimate of how much revenue will be earned from a specific revenue source for some future period, such as the next fiscal year.

SAP – Integrated software system for financial applications servicing the Board of County Commissioners, Clerk of Courts and the Supervisor of Elections.

SOE – Supervisor of Elections

SFY (State Fiscal Year) – The State fiscal year runs from July 1 through June 30.

TCATS – Traffic Citation Accounting Transmission System

TECH – The Immokalee Technical Center

Transmittal Letter – A brief written statement presented by the Clerk of Courts to explain principal budget issues.

Turn Back Fund – The Clerk is required by statute to return his excess of revenues over expenditures at the end of each fiscal year. Court related funds are remitted to the State, non-court funds are remitted to the Board of County Commissioners.

Unencumbered Balance – The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of funds available for future needs.

Uniform Accounting System – The chart of accounts prescribed by the Office of the State Comptroller designed to standardize financial information to facilitate comparison and evaluation of reports.

User Fees – The fees charged for direct receipt of public services.

VAB – Value Adjustment Board

Zero Based Budgeting – A method of budgeting in which all expenditures must be justified each year and not just increased from the previous year.

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Clerk of Court Locations



Collier County Courthouse
3301 Tamiami Trail East Naples,
Florida 34112
Phone: 239/252-2646



Immokalee Satellite
106 South First Street Immokalee,
Florida 34142
Phone: 239/657-2689



Golden Gate Satellite
4715 Golden Gate Parkway
Naples, Florida 34116
Phone: 239/455-5911



**North Collier Government
Services Center**
2335 Orange Blossom Dr North
Collier Government Center
Naples, Florida 34109
Phone: 239/732-2646 extension
5477