

# Annual Budget

**Dwight E. Brock,  
Clerk of the Circuit Court and Comptroller  
Collier County, Florida**



**For the Fiscal Year  
October 1, 2014 — September 30, 2015**

**Photography courtesy of Dennis Goodman.**

**Naples photographer, Dennis Goodman, focuses on nature and often features the Florida Everglades. His photographs have appeared on the cover of Gulfshore Life and in the Naples Daily News as well as in Audubon Magazine, Portfolio Magazine , and Florida Weekly.**

**More of his work can be seen at:  
Dennis Goodman Photography and Printing Art Gallery  
2355 Vanderbilt Beach Road, suite 152 Naples, FL 34109  
[www.dennisgoodmanphotography.com](http://www.dennisgoodmanphotography.com)**



**We would like to express our sincere gratitude to Mr. Goodman for allowing us to use his photographs.**



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 2015 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 (BOCC). The budget relating to the State court system is filed with the Florida Clerks of Court Operations Corporation (FLCCOC) as well as the Florida Legislature. The budget relating to the requirements of the Clerk, as Clerk of the Board of County Commissioners, county auditor and custodian of all County funds and other County related duties is approved by the Clerk. Functions are funded by a transfer from the BOCC and Clerk non-court fees.

The fiscal year 2015 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 for the citizens of Collier County.

The operating budget totaling \$22,124,383 reflects a modest increase of \$146,502 from last year’s ending budget of \$21,977,881. The increase is due primarily to a cost of living adjustment to all employees offset by reductions in operating costs in the General Fund and the Court Services Fund.

This year's budget is projected to 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. At the end of fiscal year 2013 we enhanced our invoice processing with the implementation of optical character recognition software to help streamline the workflow and approval process. Our office routinely processes over 100,000 invoices annually.

The 2015 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 became revenues of the State and funding for the court budget was provided by an appropriation from the State of Florida. Effective July 1, 2009, the State had changed the Clerk's court budget fiscal year for court functions to operate on the State cycle of July 1 to June 30<sup>th</sup> each year. As Clerk to the Courts, fees charged are governed by statute and the court budget is submitted to the State by June 1, 2014 for the year October 1, 2014 through September 30, 2015 for approval. Beginning July 1, 2013 the State required the courts to be self-funding. All revenues that were previously turned over to the State are now being kept locally to run the court departments. The State has also changed the fiscal year for the courts to coincide with the county wide fiscal year ending each September 30<sup>th</sup>. For fiscal year 2014, the Collier Clerk's office was again a "donor" county, having returned \$673,326 to the State. The Clerk has also turned back excess funds of \$652,038 to the Collier Board of County Commissioners.

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) 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 State has continued to reduce the court appropriation budget from \$9,228,000 in FY 2008 to the current court appropriation of \$7,404,600 (down from FY 2014 by \$568,138 or a 7.13% reduction), while mandating more reporting and performance requirements upon our offices. During fiscal year 2014 the Board increased appropriations to the Clerk thereby allowing salary increases to maintain payroll parity with the BOCC salaries. FY 2015 includes the Board's budget policy of a 2% compensation adjustment. This results in a \$280,700 or 3.3% increase in the General Fund. The Clerk's total budget for FY 2015 reflects a net increase of \$146,502 (0.67%).

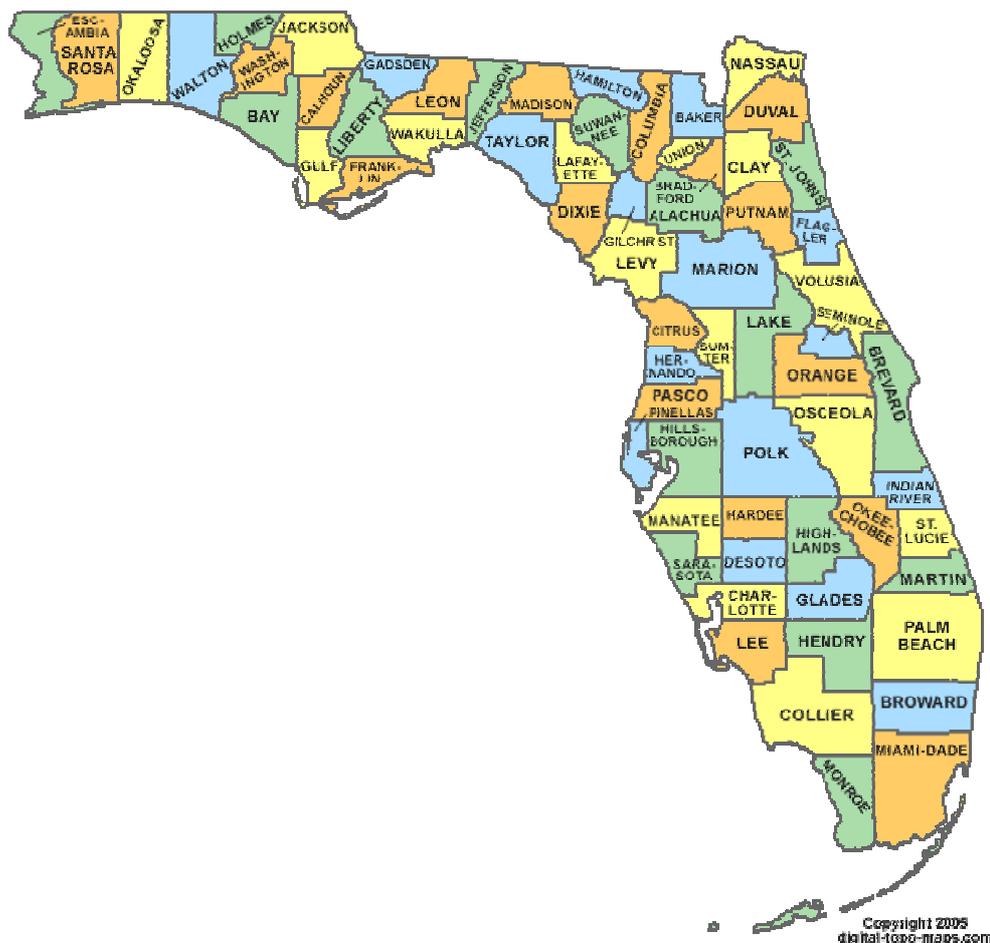
The Fiscal Year 2015 budget reflects the minimum funding necessary to serve the citizens of Collier County. Entering my 23<sup>rd</sup> year serving the community as Clerk of the Circuit Court, I recognize the challenges and opportunities that face my office. I am committed to meeting the challenges and embracing opportunities that best serve the citizens of Collier County. I appreciate the opportunity to serve the community and the ongoing support I have received.

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, Director of Finance and Accounting at (239) 252-6299.

Sincerely,

Dwight E. Brock,  
Clerk of the Circuit Court and Comptroller

“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 - 2015  
CLERK OF COURTS  
COLLIER COUNTY, FLORIDA

CLERK OF THE CIRCUIT COURT AND COMPTROLLER  
Dwight E. Brock

DIRECTOR OF COURTS  
Jill M. Lennon

DIRECTOR OF RECORDING  
Teresa S. Hart

DIRECTOR OF  
MANAGEMENT INFORMATION  
SERVICES  
Marc D. Tougas

DIRECTOR OF  
BOARD MINUTES AND RECORDS  
Patricia L. Morgan

DIRECTOR OF HUMAN RESOURCES  
Dena W. Rader

DIRECTOR OF  
COMMUNITY OUTREACH  
Robert D. St. Cyr

DIRECTOR OF FINANCE & ACCOUNTING  
Crystal K. Kinzel

BUDGET PREPARATION:

Raymond L. Milum, Jr.  
Clerk Accounting 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, 2013**

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, 2013. 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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Bold items denote tabbed sections

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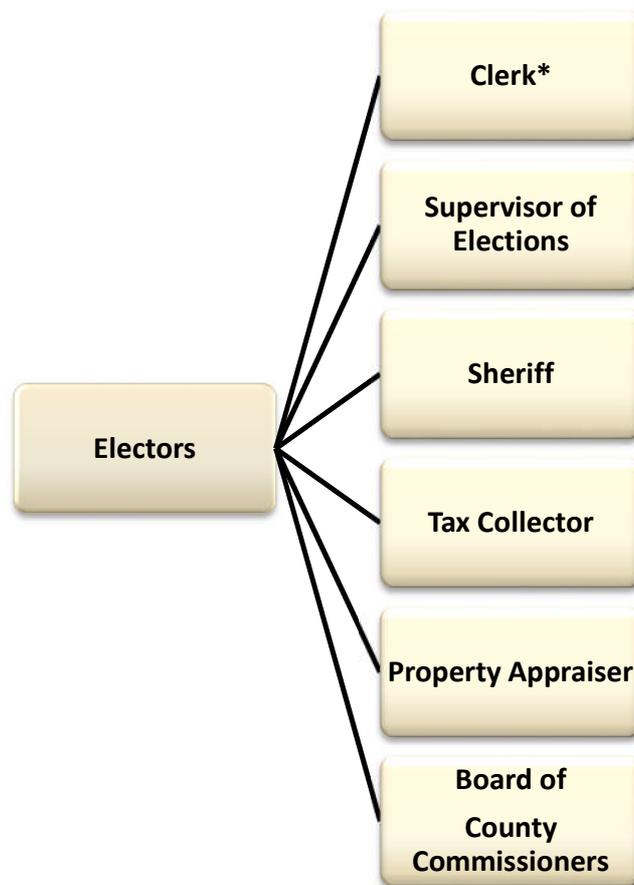
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## INTRODUCTION TO COLLIER COUNTY

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**COUNTY ORGANIZATIONAL CHART – ELECTED OFFICIALS**

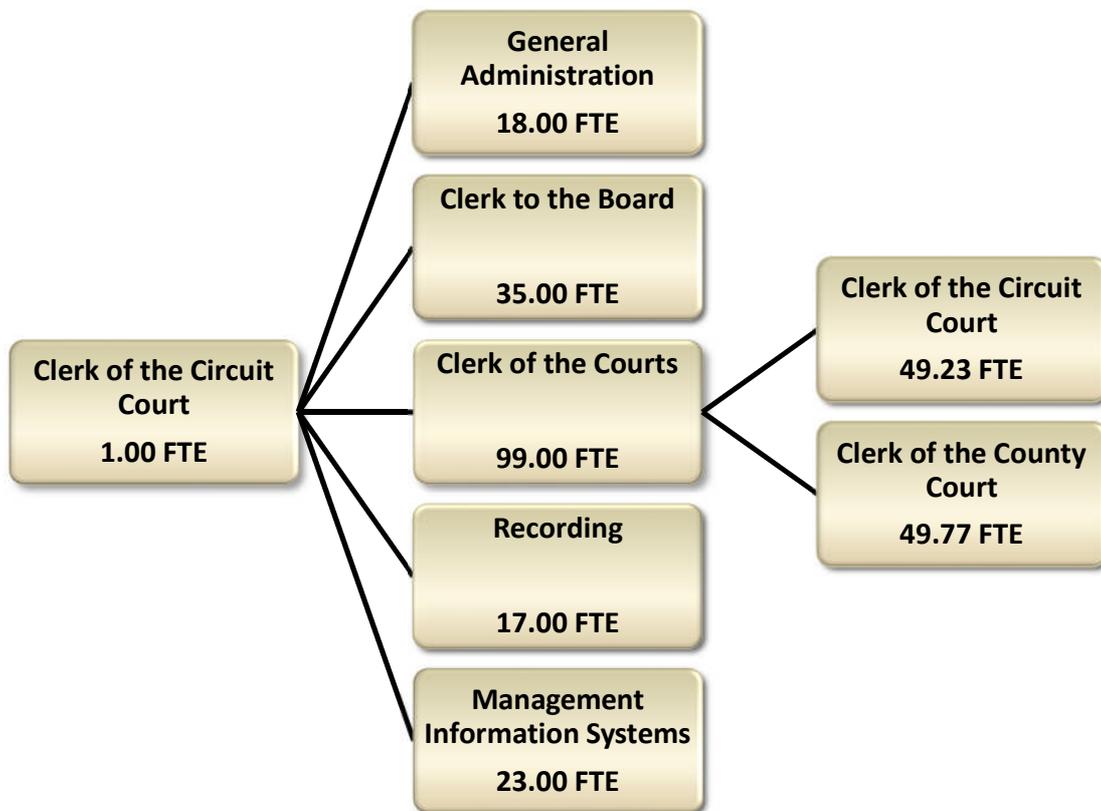


\*A full Clerk budget organization chart follows on page 5.

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

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## HISTORY AND COMMUNITY

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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 ensuring that all taxpayer dollars are spent lawfully.

### History



In 1922, Barron Gift 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 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.

### Education

The School District of Collier County operates forty-eight schools, including five charter schools. The district serves a total student population of 44,189. There are twenty-nine elementary schools, ten middle schools, eight high schools, and a Pre-K through 12 school (Everglades City School). Additionally, Collier County has twelve Alternative School programs. The Lorenzo Walker Technical High School (LWTHS) is a school of choice open to eligible high school students from throughout Collier County interested in getting a jump start on their career while still in high school. Lorenzo Walker Institute of Technology (LWIT) serves adults working toward technical training in a wide variety of fields. The Immokalee Technical Center (iTECH) serves 275 adult students and 270 dual enrolled high school students each semester. The school system employs nearly 3,200 teachers, 49% with advanced degrees. More than 60% of the public school population is categorized “economically needy.” Nearly 49% 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 Florida Southwestern 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 20 disciplines. Florida Southwestern State College, with campuses in Naples, Punta Gorda and Ft. Myers, offers both two year and four year degree programs.



There are additional universities serving the region. Florida Gulf Coast University belongs to the 12-campus State University System of Florida and offers numerous undergraduate and graduate programs. Barry University offers over 100 bachelors, masters and doctoral degree 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 Florida Southwestern State College. Nova Southeastern

University, the nation's 6<sup>th</sup> 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 and located in Collier County. 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.

In 2014, Collier County's city of Marco Island was ranked as the top U.S. Island according to TripAdvisor's Traveler's Choice Awards. TripAdvisor is the world's largest travel site, known for traveler reviews and trip planning. The travel site calls Marco Island "the jewel of Florida's Ten Thousand Islands." Marco Island also ranked fourth in TripAdvisor's world's best islands.



Land acquired by Dr. Henry Nehrling in 1919 began, what is now, a nationally accredited zoo and botanical garden—Naples Zoo at Caribbean Gardens. In 2004, voters agreed to purchase the land with the zoo becoming a private, nonprofit entity that relies on visitors and donors to carry out their conservation and education mission.

The Naples Botanical Garden is a world class sub-tropical garden paradise that opened in 2009 and is currently in the midst of their next expansion. With over 90 developed acres and 6 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 Garden brings enhanced tourism to the area.



Collier County Parks & Recreation Department includes nine community parks, four regional parks, eleven beach access parks, ten boat launch/marinas, three water parks, including North Collier Regional Park with a large water park, fitness center, eight tournament soccer fields and five tournament softball fields, and two specialty BMX Skate Parks all providing a wide variety of recreational opportunities.

In November 2014, Collier County's Gordon River Greenway opened. This public pathway is designed to accommodate walkers, hikers, photographers, and artists as well as joggers, cyclists, in-line skaters, skateboarders and nature lovers. Paths are wide enough for parents pushing baby carriages, people walking dogs, as well as individuals in wheelchairs. With the launch area, paddlers in canoes and kayaks will have access to a new landscape to explore.



Collier County is home to 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 ten 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 is a LEED (Leadership in Energy and Environmental Design) green building; the first in Collier County.

Collier County has over 90 public, private, and resort golf courses and hosts three professional golf tournaments – The Shark Shootout, The ACE Group Classic and the CME Group Tour Championship. 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. The CME Group Tour Championship is an LPGA sanctioned season ending event held each year at the Tiburon Golf Club since 2011.

Florida’s Paradise Coast – Naples, Marco Island and the Everglades – was voted as 2014’s Golf Destination of the Year – North America by the International Association of Golf Tour Operators (IAGTO) There are five Golf Destination of the Year winners, one in each regional category: North America, Latin America & Caribbean, Europe, Africa & Gulf States, and Asia & Australia. In addition, Naples was ranked #5 in the USA Today 10 Best list of Global Golf Destinations.



*“The greater Naples region is recognized by the National Golf Foundation as having the most holes per capita in the United States, and is often referred to as the Golf Capital of the World. This award further strengthens our ability to showcase worldwide all that Naples, Marco Island and the Everglades has to offer golfers and their families year-round.” - Jack Wert Executive Director of Tourism.*

### **Healthcare**

The healthcare industry is the 3rd largest industry in Collier County, employing more than 13,000 people. NCH Healthcare System has three locations in Collier County. It’s most recent “Blue Zone” project is a community wide well-being improvement initiative.

Physicians Regional Healthcare System 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, Comcast and U.S. LEC. 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, Inc. of Florida and the City of Naples Solid Waste Division are the primary providers for waste removal services.

### **Public Safety**



The County is served by the Collier County Sheriff’s office, a small unit of Florida Highway Patrol and the Seminole Police Department. 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 primarily from the actions of these agencies. In calendar year

2013, the Sheriff's office reported that the crime rate dropped 5.7% from calendar year 2012. Based on 2013 rates, Collier County has the lowest crime rate of any metropolitan county in Florida.

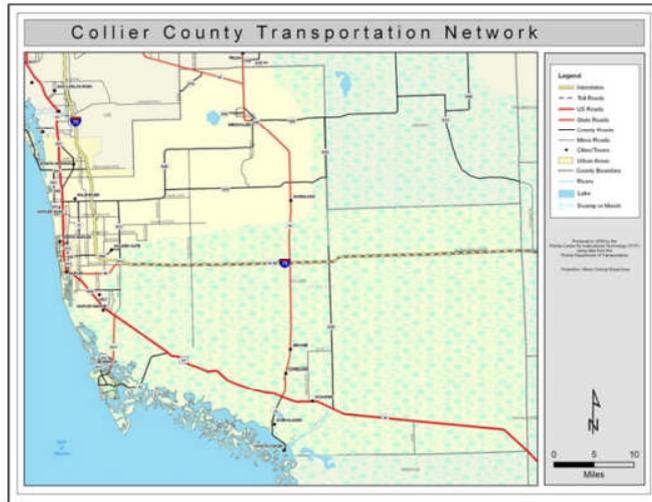
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## TRANSPORTATION AND DEMOGRAPHICS

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### Highways

The primary north-south highway is Interstate 75; which 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 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 to Collier County.



### Airports



Southwest Florida International Airport, located in South Ft. Myers, handles the majority of the commercial air traffic for the region serving more than 7.6 million passengers in 2013.

The County is home to four. Collier County is served by the Naples Municipal Airport. This small airport offers connections through several air charter carriers. 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 with almost 1.4 million riders in 2013.



## Railways

Seminole Gulf Railway operates over 115 miles of track in Florida connecting with the national rail system at Arcadia and Oneco south to just across the Collier County border. 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 333,663 estimated in 2015. Since 2000, the county's population has increased by 32.5%. Despite the recent economic difficulties, the county's population is expected to grow to 450,000 by the year 2030.

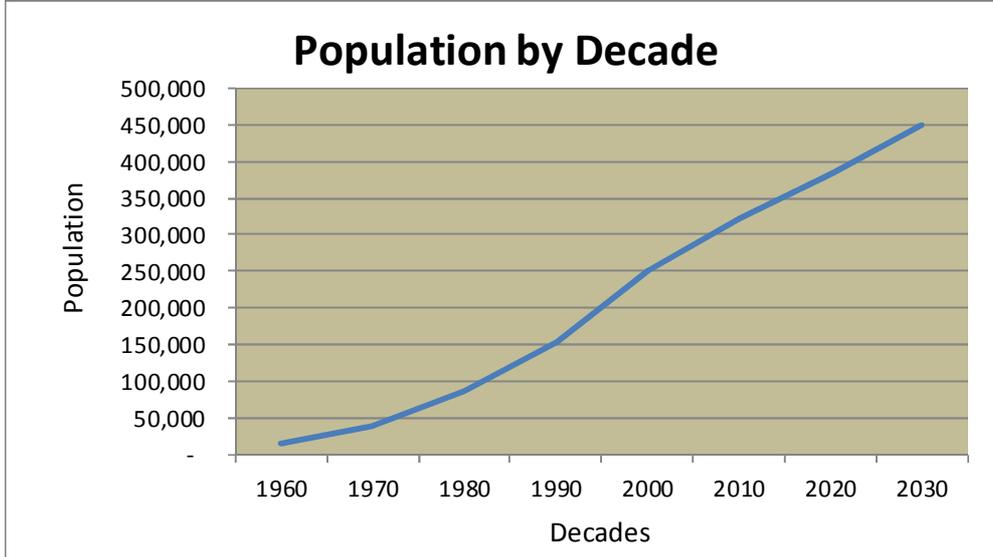
Collier County continues to be a favorite tourist destination during the winter months between November and April when the population rises by an estimated one-third. The estimated seasonal population for 2014 was 412,713.

Collier County's median age is 46.9 years compared to the United States median age of 41.1 years. While Collier County remains a popular retirement community, 71.9% of its population is younger than age 65. The U.S. Census Bureau reported Collier County's population by race in 2013 as follows: 64.8% White Non-Hispanic; 26.3% Hispanic or Latino origin; 6.6% African American; and 2.3% Other.

The latest U.S. Census Bureau estimates the median household income was \$65,700. According to the Bureau of Labor Statistics, the unemployment rate in Collier County in 2012 was 6.4%, compared to 12.0% in 2012. The State average was 7.4% for this same period. The total number of people reported as employed in Collier County has marginally increased from 144,542 in 2012 to 145,200 in 2013.

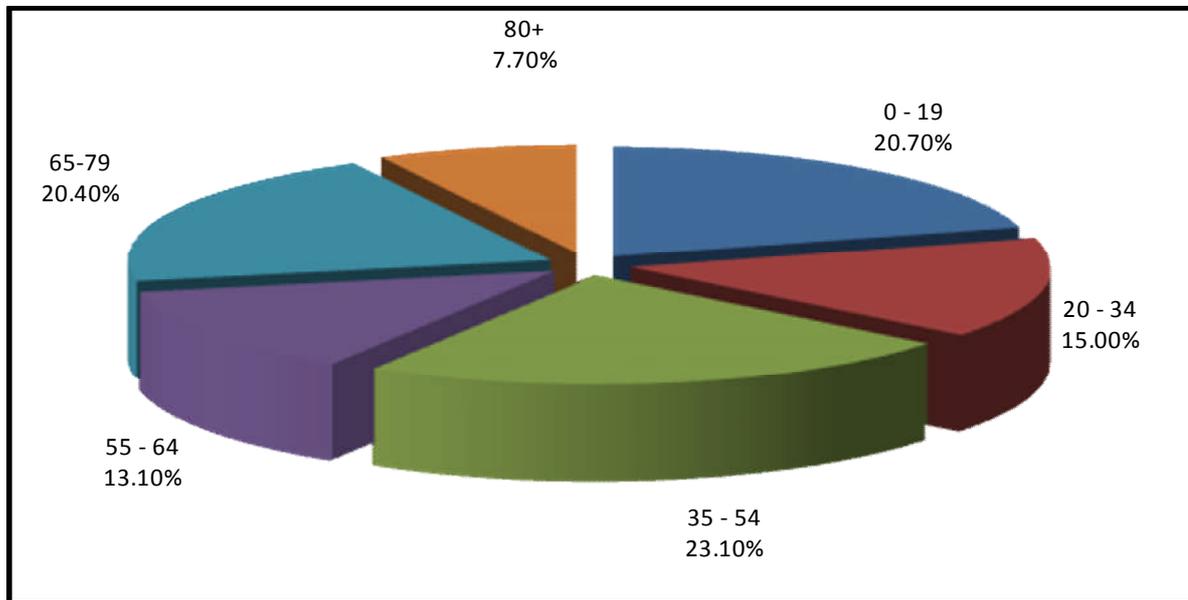
Collier County's foreclosure rate is among the nation's highest; creating ongoing economic changes with the decline in the taxable values of homes from 2007 through 2011. A slight recovery is indicated with the 2014 increase and 2015 projected increase in taxable values.

POPULATION GROWTH AND PROJECTIONS  
1960 – 2030



Source: Economic Development Council of Collier County.

AGE DISTRIBUTION – 2014 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 2013-14 <sup>1</sup>	\$ 7,647,047	\$ 3,745,097	\$ 11,820,039	\$ 6,050,917	\$ 3,552,948	\$ 7,831,864
- Non-Court Board Funded Operations FY 2013-14 <sup>4</sup>	\$ 8,677,600	\$ 3,017,856	\$ 12,147,914	\$ 6,555,936	\$ 3,595,892	\$ 8,599,103
Total combined	\$ 16,324,647	\$ 6,762,953	\$ 23,967,953	\$ 12,606,853	\$ 7,148,840	\$ 16,430,967
Clerk of the Circuit Court Positions SFY 2013-14 <sup>1</sup>	126.30	84.20	181.00	82.00	62.63	141.72
Clerk Non-Court Positions	79.70	36.40	154.00	76.20	31.97	89.50
Total Employees	206.00	120.60	335.00	158.20	94.60	231.22
Actual Cases for SFY 2013-14 <sup>1</sup>	64,738	32,787	166,079	72,962	38,083	110,858
Demographics <sup>2</sup>						
Population, 2013 (Estimate)	339,642	164,736	661,115	342,106	151,283	390,429
White Non Hispanic	65.7%	85.7%	70.8%	73.4%	80.3%	84.7%
African American	6.3%	5.4%	7.8%	8.4%	5.2%	4.4%
Asian	1.2%	1.2%	1.5%	1.7%	0.9%	1.3%
Other	1.0%	1.8%	1.5%	1.7%	1.5%	1.7%
Hispanic or Latino Origin	25.8%	5.9%	18.4%	14.8%	12.1%	7.9%
Population Under the Age of 65 <sup>2</sup>	73.3%	65.6%	76.4%	76.5%	72.5%	68.7%
Population, % change (2010 - 2013) <sup>5</sup>	5.6%	3.0%	6.8%	6.0%	3.4%	2.9%
Per Capita Personal Income, 2013 (Estimate) <sup>6</sup>	\$ 64,872	\$ 37,588	\$ 42,895	\$ 42,104	\$ 54,205	\$ 56,661
Median Household Income, 2012 (Estimate) <sup>2</sup>	\$ 56,104	\$ 44,596	\$ 48,453	\$ 47,910	\$ 50,573	\$ 48,900
Crime Data (Reported Offenses) 2011 <sup>3</sup>	3,107	1,696	8,021	5,873	1,492	5,167
% change (2010 - 2011)	6.3%	-10.8%	-2.9%	-7.7%	-18.5%	-8.1%
Labor Force (Estimate) <sup>6</sup>	192,938	68,579	315,214	165,008	88,214	231,958
Unemployment, 2012 (Estimate) <sup>2</sup>	5.4%	6.2%	7.3%	6.5%	6.7%	6.0%
Median Home Value, 2012 (Estimate) <sup>2</sup>	\$ 280,700	\$ 154,300	\$ 161,400	\$ 175,100	\$ 214,300	\$ 191,600
Total County Square Miles (Land Area) <sup>2</sup>	2,025.5	693.7	803.6	893.0	1,663.0	725.0

<sup>1</sup>SFY 2013 - 14 Clerk Budget, FTEs, & Case information obtained from the Florida Clerks of Court Operations Corporation (FLCOCO)

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

<sup>3</sup>Florida Uniform Crime Report - 2014 Semi-Annual Statewide County Report (1/14 - 6/14)

<sup>4</sup>County Clerk of Courts Websites

<sup>5</sup><http://www.census.gov/prod/www/decennial.html>

<sup>6</sup><http://www.bea.com>

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## CITIES

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### Naples

Arriving in the late 1860's, Roger Gordon and Joe Wiggins were the first settlers in Naples. 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 thereby supporting 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 20,115; 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 90.4% White Non-Hispanic, 4.2% African American, 4.5% Hispanic or Latino, and 0.9% 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 income in the state. Naples' per capita income is estimated to be \$82,316, compared to the state average of \$26,733. The median income for a household in the city is \$77,158 and the median income for a family is \$112,083 (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 voters 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 90.5% White Non-Hispanic, 0.5% African American, 7.1% Hispanic or Latino, and 1.9% other. The median age was estimated to be 63.6 years. The per capita income in the city is \$53,485 and the median income for a family is \$82,025.



### 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 the 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 84.9% White Non-Hispanic, 0.8% African American, 11.3% Hispanic or Latino, and 3.0% Other. The median age is 51.0 years. The per capita income for the city is \$22,575.

### Immokalee

Originally occupied by the Calusa Indians and centuries later by the Seminoles, the settlement was known as Gopher Ridge by the Seminole and Miccosukee Indians. Immokalee means "My Home" in the Seminole language. The federally recognized Seminole Tribe of Florida has one of its six reservations here.

European-American hunters, trappers, Indian traders, cowmen, and missionaries moved in before the development of permanent villages. The first permanent settlement was founded in 1872. In 1921, the Atlantic Coast Line Railroad was extended south to Immokalee. When the swamps were drained in the region, agriculture became the dominant industry. Immokalee is now the center of the region's agriculture industry and home to many immigrant and migrant families who work the fields which produce a large amount of the United States' fresh produce. Crops include cucumbers, bell peppers, citrus and about 90% of the nation's tomatoes that are harvested during the winter months.



Though an unincorporated area of Collier County, Immokalee is a designated place for the US census. In 2010, the census estimated the population was 24,154. The racial makeup of the area is 70.98% Hispanic, 18.03% African American, 3.19% White, 1.03% Native American, and 6.7% other. The per capita income for the area is \$8,576.

With a majority of the county unincorporated, the area is served 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.

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## ECONOMIC CONDITIONS

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The major industries within Collier County are transportation and utilities, leisure and hospitality, farm workers, educational and *healthcare* services, professional and business services, government, construction and mining, financial services, manufacturing, and information and technology. 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 metropolitan service area (MSA) currently ranks 83<sup>rd</sup> in the 2013 comparison, up from 113 a year earlier with the fastest annual job growth rate in the high tech industry amongst all cities evaluated.

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 2013 is 145,200. The following table identifies the top employers in Collier County in 2013.

### Top Employers

<u>Company</u>	<u>Employees</u>
Collier County Public Schools	4,759
NCH Healthcare System	4,000
Collier County Government (non-Sheriff)	1,602
Collier County Sheriff's Office	1,387
Ritz Carlton, Naples	1,110
Gargiulo, Inc.	1,110
Arthrex, Inc.	1,056
Hometown Inspection Svc.	900
Publix	800
Naples Grande Beach Resort	760
Marriott	700

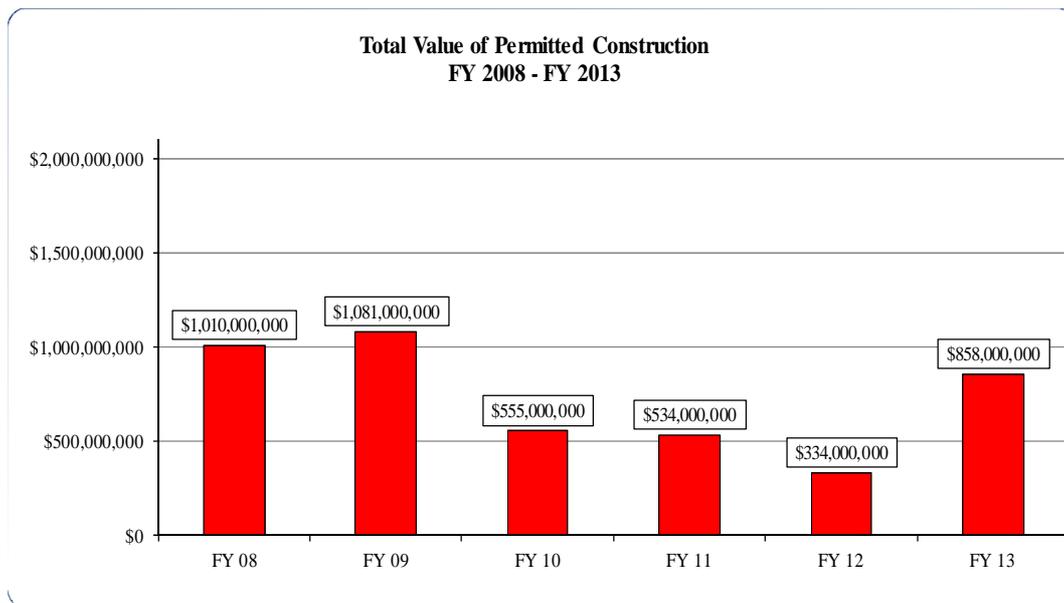
Source: [www.eflorida.com](http://www.eflorida.com)

During 2013, the trade, transportation and utilities industries employed an average of 24,800 people. The consumer trade industry provides 17.08% of wage and salary jobs in the County.

According to the Florida Agency for Workforce Innovation, the education & health sector employs 19,700 people or 13.57% of the wage and salary work force. These jobs have traditionally been some of the fastest growing occupations in Collier County. This industry has seen annual growth rates of 5.0% or better since 2000.

The leisure and hospitality sector employed 23,700 people in 2013 which represents 16.32% of all private industry jobs in Collier County. Over the last several years, the leisure and 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 10,200 jobs, or 7.02% of the overall workforce. In FY 2014, there were 2,158 new single and dual family units permitted. The following graph shows the total value of construction permitted from 2008 to 2013.



Source: Economic Development Council of Collier County

Professional and business services accounted for 14,900 jobs in 2013 representing 10.26% of the total workforce. These positions include professional, scientific and technical services, management, administration and support, and remedial services.

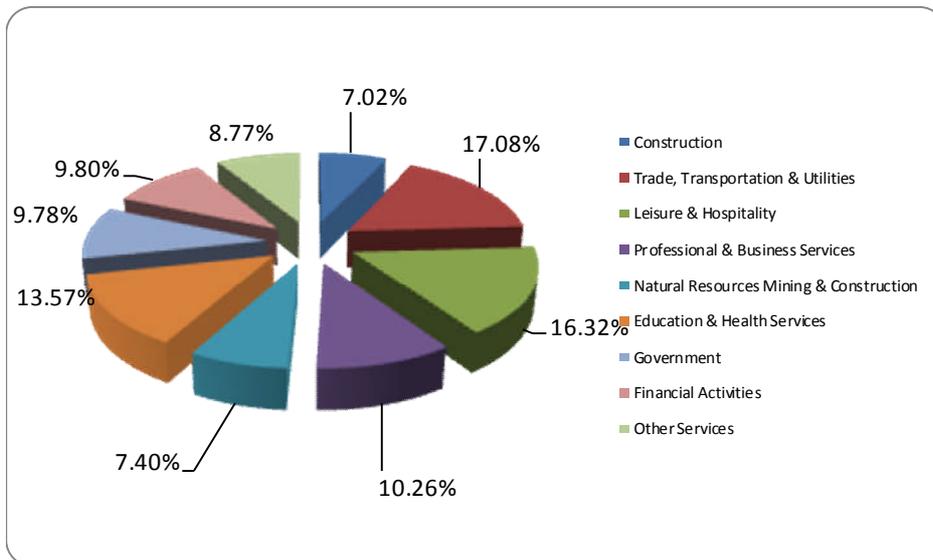
Collier County is one of the highest producing agricultural counties in the United States. Natural resources and mining remained steady in available jobs during 2013 with 20,600 total employees. Farming activities are located 40 miles inland and surround the community of Immokalee. Major crops include tomatoes, peppers, cucumbers, melons, and citrus. Beef cattle are also a significant farming commodity.

Financial services account for 4.89% of the wage and salary work force in Collier County. During 2013, financial services and real estate provided 7,100 jobs and generated 9.8% of all wages earned.

Government is the other major employer in the area and represents 9.78% of total jobs. The Collier County School Board, local municipal governments, the County and its Constitutional Officers employ these positions. The number of people employed by this segment represents approximately 14,200 jobs.

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 - 2014



Source: Florida Agency for Workforce Innovation, Labor Market Statistics

In FY 2010 through FY 2013 the number of foreclosures stabilized. During FY 2014 the number of foreclosures began to decrease. In FY 2015, we expect an even further decline 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. Ad Valorem taxable values increased in 2014 by 3.8% and are expected to increase again in 2015.

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 effect of the economic downturn, conservative budgeting of revenues and cost reductions, where possible, are implemented.

In FY 2015 we have a slight increase in our overall budget from FY 2014. While most of the budget has remained relatively flat, we do have a decreased budget in operating costs as a result of purchases made in the last two years to enhance productivity and ease of use of information to the citizens of Collier County.

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## IN SUMMARY

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Collier County's economy is less volatile than most counties both in and out of Florida. 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 play and visit.

Collier County's future job growth is projected to increase in spite of the economic condition of the state and national economy and uncertainty 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 2014. The consensus 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.

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

The Florida Legislature continues to assess the funding of the court budgets. For FY 2015 the legislature set the budget of the Clerk's office court operations with a slightly reduced budget when compared to the previous year. 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 the cost of our operations.)

The following pages provide a year by year comparison of budgets and actuals for the FY 2012 through FY 2015. These are presented to the reader to provide a year to year comparison.

## Year to Year Comparison of Budgets and Actuals Revenues

	2012 Budget	2012 Actual	2012 Variance	2013 Budget	2013 Actual	2013 Variance
<b>REVENUES BY CATEGORY:</b>						
<i>Charges for Services</i>						
Fund 011 General Fund	\$ 2,830,500	2,775,290	(55,210)	3,057,700	3,098,875	\$ 41,175
Fund 013 Court Services Fund	185,360	160,484	(24,876)	2,186,930	2,593,004	406,074
Fund 177 Court Technology Trust Fund	950,000	1,060,806	110,806	950,000	1,642,759	692,759
Fund 197 Public Records Modernization	215,000	245,360	30,360	216,000	291,837	75,837
<i>Total Charges for Services</i>	<u>4,180,860</u>	<u>4,241,939</u>	<u>61,079</u>	<u>6,410,630</u>	<u>7,626,475</u>	<u>1,215,845</u>
<i>Interest Income</i>						
Fund 011 General Fund	25,000	18,348	(6,652)	21,000	27,342	6,342
Fund 013 Court Services Fund	-	-	-	2,100	4,279	2,179
Fund 177 Court Technology Trust Fund	5,000	3,916	(1,084)	4,100	3,745	(355)
Fund 197 Public Records Modernization	4,500	3,287	(1,213)	4,000	3,793	(207)
<i>Total Interest Income</i>	<u>34,500</u>	<u>25,551</u>	<u>(8,949)</u>	<u>31,200</u>	<u>39,160</u>	<u>7,960</u>
<i>5% Statutory Reduction (non-court)</i>						
Fund 011 General Fund	(115,300)	-	115,300	(119,900)	-	119,900
Fund 013 Court Services Fund	-	-	-	-	-	-
Fund 177 Court Technology Trust Fund	(31,800)	-	31,800	(31,300)	-	31,300
Fund 197 Public Records Modernization	(11,000)	-	11,000	(10,800)	-	10,800
<i>Total 5% Statutory Reduction</i>	<u>(158,100)</u>	<u>-</u>	<u>158,100</u>	<u>(162,000)</u>	<u>-</u>	<u>162,000</u>
<i>Transfers</i>						
Fund 011 General Fund	5,238,000	5,238,000	-	5,475,200	5,475,200	-
Fund 013 Court Services Fund	7,881,388	7,881,377	(11)	6,107,716	6,045,878	(61,838)
Fund 177 Court Technology Trust Fund	-	-	-	-	-	-
Fund 197 Public Records Modernization	-	-	-	-	-	-
<i>Total Transfers</i>	<u>13,119,388</u>	<u>13,119,377</u>	<u>(11)</u>	<u>11,582,916</u>	<u>11,521,078</u>	<u>(61,838)</u>
<i>Carryforward (Fund Balance)</i>						
Fund 011 General Fund	-	-	-	-	-	-
Fund 013 Court Services Fund	238,975	-	(238,975)	279,048	-	(279,048)
Fund 177 Court Technology Trust Fund	1,646,135	-	(1,646,135)	1,841,876	-	(1,841,876)
Fund 197 Public Records Modernization	1,012,884	-	(1,012,884)	1,782,605	-	(1,782,605)
<i>Total Carryforward</i>	<u>2,897,994</u>	<u>-</u>	<u>(2,897,994)</u>	<u>3,903,530</u>	<u>-</u>	<u>(3,903,530)</u>
<b>Total</b>	<u>\$ 20,074,642</u>	<u>17,386,867</u>	<u>(2,687,776)</u>	<u>21,766,276</u>	<u>19,186,713</u>	<u>\$ (2,579,563)</u>
<b>BUDGET BY FUND:</b>						
Fund 011 General Fund	\$ 7,978,200	8,031,638	53,438	8,434,000	8,601,417	\$ 167,417
Fund 013 Court Services Fund	8,305,723	8,041,861	(263,862)	8,575,794	8,643,161	67,367
Fund 177 Court Technology Trust Fund	2,569,335	1,064,722	(1,504,613)	2,764,676	1,646,505	(1,118,172)
Fund 197 Public Records Modernization	1,221,384	248,646	(972,738)	1,991,805	295,630	(1,696,175)
<i>Total Clerk Budget</i>	<u>\$ 20,074,642</u>	<u>17,386,867</u>	<u>(2,687,776)</u>	<u>21,766,276</u>	<u>19,186,713</u>	<u>\$ (2,579,563)</u>

**Year to Year Comparison of Budgets and Actuals  
Revenues (Continued)**

	<u>2014 Budget</u>	<u>2014 Actual</u>	<u>2014 Variance</u>	<u>2015 Approved</u>
<b>REVENUES BY CATEGORY:</b>				
<i>Charges for Services</i>				
Fund 011 General Fund	\$ 2,796,900	2,956,148	159,248	\$ 2,936,200
Fund 013 Court Services Fund	7,902,700	7,159,881	(742,819)	7,400,200
Fund 177 Court Technology Trust Fund	1,150,000	1,141,510	(8,490)	1,115,000
Fund 197 Public Records Modernization	275,000	252,579	(22,422)	250,000
<i>Total Charges for Services</i>	<u>12,124,600</u>	<u>11,510,117</u>	<u>(614,483)</u>	<u>11,701,400</u>
<i>Interest Income</i>				
Fund 011 General Fund	21,000	16,916	(4,084)	20,000
Fund 013 Court Services Fund	8,200	8,216	16	4,400
Fund 177 Court Technology Trust Fund	-	4,380	4,380	4,400
Fund 197 Public Records Modernization	2,500	3,951	1,451	3,900
<i>Total Interest Income</i>	<u>31,700</u>	<u>33,463</u>	<u>1,763</u>	<u>32,700</u>
<i>5% Statutory Reduction (non-court)</i>				
Fund 011 General Fund	(140,500)	-	140,500	(148,100)
Fund 013 Court Services Fund	-	-	-	-
Fund 177 Court Technology Trust Fund	(57,500)	-	57,500	(56,000)
Fund 197 Public Records Modernization	(13,900)	-	13,900	(12,700)
<i>Total 5% Statutory Reduction</i>	<u>(211,900)</u>	<u>-</u>	<u>211,900</u>	<u>(216,800)</u>
<i>Transfers</i>				
Fund 011 General Fund	5,719,500	5,719,500	-	5,869,500
Fund 013 Court Services Fund	61,838	61,838	-	-
Fund 177 Court Technology Trust Fund	-	-	-	-
Fund 197 Public Records Modernization	-	-	-	-
<i>Total Transfers</i>	<u>5,781,338</u>	<u>5,781,338</u>	<u>-</u>	<u>5,869,500</u>
<i>Carryforward (Fund Balance)</i>				
Fund 011 General Fund	-	-	-	-
Fund 013 Court Services Fund	-	-	-	-
Fund 177 Court Technology Trust Fund	2,227,617	-	(2,227,617)	2,387,432
Fund 197 Public Records Modernization	2,024,526	-	(2,024,526)	2,350,151
<i>Total Carryforward</i>	<u>4,252,143</u>	<u>-</u>	<u>(4,252,143)</u>	<u>4,737,583</u>
<b>Total</b>	<u>\$ 21,977,881</u>	<u>17,324,918</u>	<u>(4,652,963)</u>	<u>\$ 22,124,383</u>
<b>BUDGET BY FUND:</b>				
Fund 011 General Fund	\$ 8,396,900	8,692,563	295,663	\$ 8,677,600
Fund 013 Court Services Fund	7,972,738	7,229,935	(742,803)	7,404,600
Fund 177 Court Technology Trust Fund	3,320,117	1,145,890	(2,174,226)	3,450,832
Fund 197 Public Records Modernization	2,288,126	256,529	(2,031,597)	2,591,351
<i>Total Clerk Budget</i>	<u>\$ 21,977,881</u>	<u>17,324,918</u>	<u>(4,652,963)</u>	<u>\$ 22,124,383</u>

## Year to Year Comparison of Budgets and Actuals Expenditures

	2012 Budget	2012 Actual	2012 Variance	2013 Budget	2013 Actual	2013 Variance
<b>EXPENDITURES BY CATEGORY:</b>						
<i>Personnel Expenditures</i>						
Fund 011 General Fund	\$ 5,287,600	5,282,900	4,700	6,044,200	5,853,776	\$ 190,424
Fund 013 Court Services Fund	6,933,392	6,722,413	210,980	6,999,756	6,798,343	201,413
Fund 177 Court Technology Trust Fund	802,400	755,287	47,113	825,100	819,859	5,241
Fund 197 Public Records Modernization	-	-	-	-	-	-
<i>Total Personnel Expenditures</i>	<u>13,023,392</u>	<u>12,760,600</u>	<u>262,792</u>	<u>13,869,056</u>	<u>13,471,978</u>	<u>397,078</u>
<i>Operating Expenditures</i>						
Fund 011 General Fund	1,774,500	1,752,491	22,009	2,095,300	1,890,721	204,579
Fund 013 Court Services Fund	595,037	502,081	92,956	505,510	427,125	78,386
Fund 177 Court Technology Trust Fund	507,189	381,337	125,852	633,600	39,934	593,666
Fund 197 Public Records Modernization	381,000	120,735	260,265	727,900	-	727,900
<i>Total Operating Expenditures</i>	<u>3,257,726</u>	<u>2,756,644</u>	<u>501,082</u>	<u>3,962,310</u>	<u>2,357,779</u>	<u>1,604,531</u>
<i>Capital Expenditures</i>						
Fund 011 General Fund	916,100	915,998	102	294,500	182,144	112,356
Fund 013 Court Services Fund	-	-	-	-	-	-
Fund 177 Court Technology Trust Fund	191,600	107,237	84,363	265,400	-	265,400
Fund 197 Public Records Modernization	840,384	104,598	735,787	143,000	-	143,000
<i>Total Capital Expenditures</i>	<u>1,948,084</u>	<u>1,127,832</u>	<u>820,252</u>	<u>702,900</u>	<u>182,144</u>	<u>520,756</u>
<b>Total Expenditures</b>	<u>18,229,202</u>	<u>16,645,076</u>	<u>1,584,126</u>	<u>18,534,266</u>	<u>16,011,901</u>	<u>2,522,366</u>
<i>Reserves/Turnback</i>						
Fund 011 General Fund	-	80,249	(80,249)	-	674,776	(674,776)
Fund 013 Court Services Fund	777,294	777,294	-	1,070,527	1,696,742	(626,214)
Fund 177 Court Technology Trust Fund	1,068,146	-	1,068,146	1,040,576	-	1,040,576
Fund 197 Public Records Modernization	-	-	-	1,120,905	-	1,120,905
<i>Total Reserves/Turnback</i>	<u>1,845,440</u>	<u>857,543</u>	<u>987,897</u>	<u>3,232,009</u>	<u>2,371,518</u>	<u>860,491</u>
<b>Total Budget</b>	<u>\$ 20,074,642</u>	<u>17,502,619</u>	<u>2,572,023</u>	<u>21,766,276</u>	<u>18,383,419</u>	<u>\$ 3,382,857</u>
<b>BUDGET BY FUND:</b>						
Fund 011 General Fund	\$ 7,978,200	8,031,638	(53,438)	8,434,000	8,601,417	\$ (167,417)
Fund 013 Court Services Fund	8,305,723	8,001,787	303,936	8,575,794	8,922,210	(346,416)
Fund 177 Court Technology Trust Fund	2,569,335	1,243,861	1,325,474	2,764,676	859,792	1,904,884
Fund 197 Public Records Modernization	1,221,384	225,333	996,052	1,991,805	-	1,991,805
<b>Total Clerk Budget by Fund</b>	<u>\$ 20,074,642</u>	<u>17,502,619</u>	<u>2,572,023</u>	<u>21,766,276</u>	<u>18,383,419</u>	<u>\$ 3,382,857</u>

**Year to Year Comparison of Budgets and Actuals  
Expenditures (Continued)**

	<b>2014 Budget</b>	<b>2014 Actual</b>	<b>2014 Variance</b>	<b>2015 Approved</b>
<b>EXPENDITURES BY CATEGORY:</b>				
<i>Personnel Expenditures</i>				
Fund 011 General Fund	\$ 6,320,700	6,215,599	105,101	\$ 6,987,800
Fund 013 Court Services Fund	7,307,543	6,267,169	1,040,374	6,890,400
Fund 177 Court Technology Trust Fund	973,200	818,956	154,244	989,600
Fund 197 Public Records Modernization	-	-	-	-
<i>Total Personnel Expenditures</i>	<u>14,601,443</u>	<u>13,301,724</u>	<u>1,299,719</u>	<u>14,867,800</u>
<i>Operating Expenditures</i>				
Fund 011 General Fund	1,893,900	1,644,180	249,720	1,346,700
Fund 013 Court Services Fund	619,342	289,439	329,903	514,200
Fund 177 Court Technology Trust Fund	1,083,400	395,143	688,257	1,099,600
Fund 197 Public Records Modernization	379,300	-	379,300	391,900
<i>Total Operating Expenditures</i>	<u>3,975,942</u>	<u>2,328,763</u>	<u>1,647,179</u>	<u>3,352,400</u>
<i>Capital Expenditures</i>				
Fund 011 General Fund	182,300	180,746	1,554	343,100
Fund 013 Court Services Fund	-	-	-	-
Fund 177 Court Technology Trust Fund	157,600	-	157,600	184,200
Fund 197 Public Records Modernization	275,000	-	275,000	228,400
<i>Total Capital Expenditures</i>	<u>614,900</u>	<u>180,746</u>	<u>434,154</u>	<u>755,700</u>
<b><i>Total Expenditures</i></b>	<u>19,192,285</u>	<u>15,811,232</u>	<u>3,381,052</u>	<u>18,975,900</u>
<i>Reserves/Turnback</i>				
Fund 011 General Fund	-	652,038	(652,038)	-
Fund 013 Court Services Fund	45,853	673,326	(627,473)	-
Fund 177 Court Technology Trust Fund	1,105,917	-	1,105,917	1,177,432
Fund 197 Public Records Modernization	1,633,826	-	1,633,826	1,971,051
<i>Total Reserves/Turnback</i>	<u>2,785,596</u>	<u>1,325,365</u>	<u>1,460,231</u>	<u>3,148,483</u>
<b><i>Total Budget</i></b>	<u>\$ 21,977,881</u>	<u>17,136,597</u>	<u>4,841,284</u>	<u>\$ 22,124,383</u>
<b>BUDGET BY FUND:</b>				
Fund 011 General Fund	\$ 8,396,900	8,692,563	(295,663)	\$ 8,677,600
Fund 013 Court Services Fund	7,972,738	7,229,935	742,803	7,404,600
Fund 177 Court Technology Trust Fund	3,320,117	1,214,099	2,106,018	3,450,832
Fund 197 Public Records Modernization	2,288,126	-	2,288,126	2,591,351
<b>Total Clerk Budget by Fund</b>	<u>\$ 21,977,881</u>	<u>17,136,597</u>	<u>4,841,284</u>	<u>\$ 22,124,383</u>

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**OFFICE OF THE CLERK OF THE CIRCUIT COURT**

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## DUTIES AND FUNCTION OF THE CLERK OF COURTS AND ORGANIZATION STRUCTURE

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The Clerk of the Circuit Court and Comptroller 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. Any surplus funds from court operations at fiscal year-end are remitted to the State of Florida. *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 divisions: General Administration, Clerk to the Board, Clerk of the Circuit Court, Clerk of the County Court, Recording, and Management Information Systems. Each of these divisions is organized into departments.

Each department is headed by a Director. 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 and work output. The Directors directly report to the Clerk of the Circuit Court.

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## SHORT TERM ORGANIZATION WIDE POLICIES/INITIATIVES

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### Strategic Plan

Clerk of the Circuit Court and Comptroller

Collier County, Florida

Fiscal Years 2015 – 2019

### 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.
- 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 prudently maximize return on investment (ROI).
- E. Implement 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 to customers.
- 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 enhancing electronic document retrieval.
- B. Implement an integrated courts system that will facilitate such technologies as internet access to court 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 alternatives.
- 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](http://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 Clerk 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 payment of expenditures of taxpayers' dollars.

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

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## ACCOUNTING CONCEPTS

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The accounts of the Clerk are organized on the basis of funds and account groups, each group 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 accrued funds are available (refers to collectible revenues within the current fiscal year or soon thereafter to be used to pay liabilities of the current fiscal year) and measurable (the amount of the transaction accrued that can be reasonably estimated).

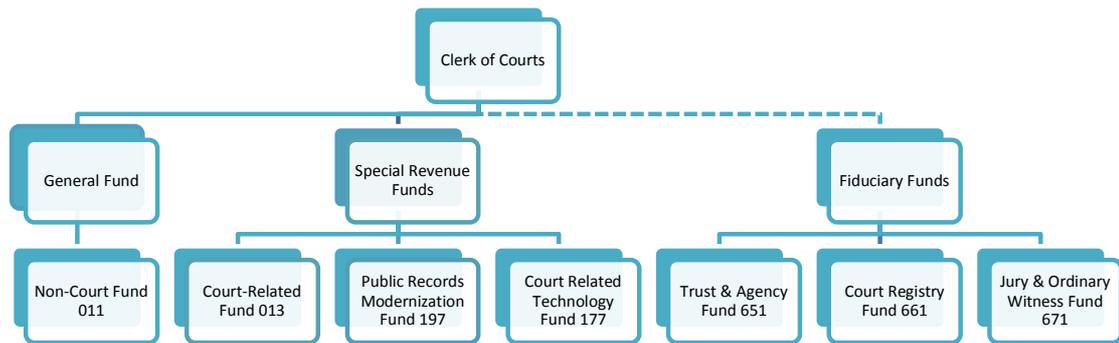
Special Revenue Fund – used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. This includes the Public Records Modernization Fund and the Court Technology Trust Fund. These funds may only be used for records or technology enhancements 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 a limited use, prescribed by *Florida Statutes*. The balances in these funds are both restricted to their use and may 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 budgeting of these funds was 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. These funds represent the governmental funds of the Clerk's office (items that cover day to day operations.) The funds depicted by the dashed line are Fiduciary funds (having only assets and liabilities – funds collected and held for other agencies usually remitted monthly or quarterly) 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
- Allocated 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
- County Court Operations
- Allocated Satellite Offices
- Collections

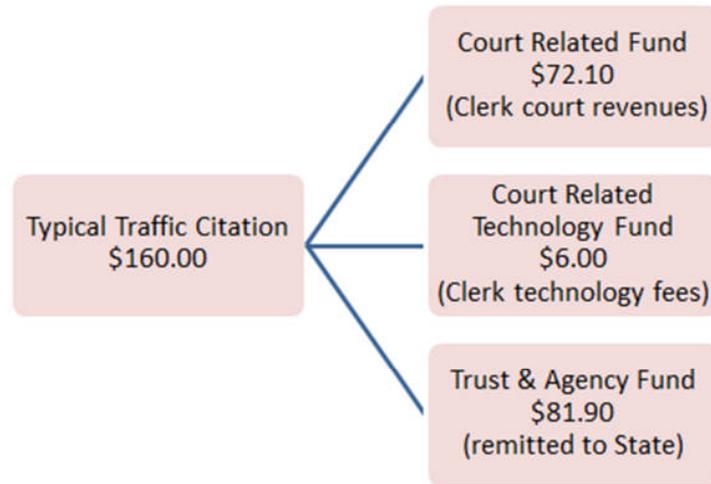
Public Records Modernization Fund 197 includes:

- Hardware and Software Purchases

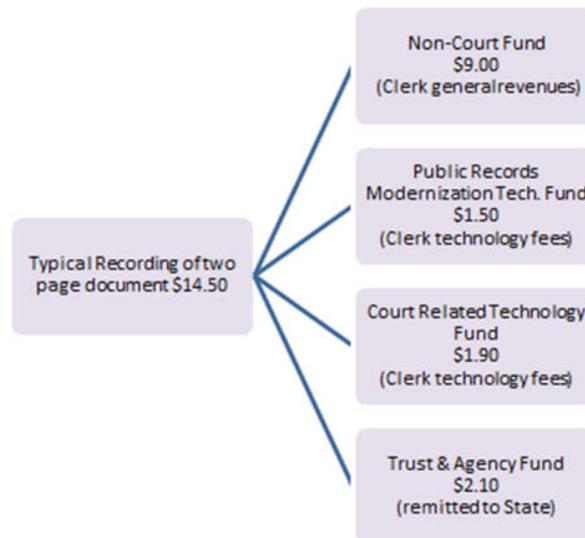
Court Related Technology Fund 177 includes:

- Hardware and Software Purchases
- Allocated Management Information Systems Costs

The following examples are to illustrate the collection and distribution of fees between the funds of the Clerk of Courts to operate the office.



In a typical traffic citation the fees collected are disbursed to three different funds. The Court Related Fund are revenues to operate the court departments. The Court Technology Fund is used for computer/software upgrades for the court departments. The remaining Trust & Agency Funds are monies collected that are remitted to the State of Florida for various trust funds the Clerk is obligated to collect per *Florida Statutes*.



A typical two page recording will cost \$14.50. The General Fund will receive \$9.00 for the overall operations of the non-court operations of the Clerk. The Public Records Modernization and the Court Related Technology Funds will receive \$1.50 and \$1.90 respectively for computer/software upgrades for the Clerk's office. The remaining \$2.10 is collected and remitted to the State of Florida for operations of the Florida Association of Court Clerks and Comptrollers, Inc. per *Florida Statutes*.

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## BUDGET IN BRIEF

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The following is just a brief summary of the main considerations taken when preparing the Clerk of the Circuit Court and Comptroller budget for FY 2015:

- The budget must be balanced (revenues = expenditures for each fund).
- General Fund revenues are based on historical trends of the Recording Department.
- Court Fund revenues are based on historical trends and the Court Director's estimate of new cases filed.
- Special Revenue Funds revenues are linked directly to and follow the trends of the Recording Department's activity.
- No additional services budgeted for the fiscal year. Maintaining a stable workforce.
- Zero based budgeting, projecting only those costs expected in the current budget.
- A 2% increase for pay plan adjustment has been included in the budget.
- Court budget has been reduced per directive from the Florida Clerk of Courts Operation Corporations.
- Florida Retirement has been budgeted at the increased rates projected by the Board Budget office.
- No debt to be incurred during the budget cycle.

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## BUDGET PROCEDURES AND BUDGET BOOK FORMAT

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*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 County), 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 (October 1 to September 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 stating 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 (FTE) positions necessary to perform the program, Fiscal year (FY) 2015 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 2010, FY 2011, FY 2012, FY 2013, FY 2014 and budgets for FY 2015 are presented for each department.

The appropriation unit presentations includes 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 2014. The FY 2015 Budget is compared to the FY 2014 final budget in dollars in the Increase/(Decrease) column with percent differences in the "Percent Change" column. Actuals for FY 2013 and FY 2014 are presented along with budget for FY 2014 and FY 2015.

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**ANNUAL BUDGET CALENDAR FOR FISCAL YEAR 2015  
DEVELOPMENT**

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Date	Description
February 25	Budget preparation materials distributed to Division Directors
March 6	Budget packets due to Accounting no later than 5:00 p.m.
Beginning March 10	Review of Division Budgets with Directors and Finance
March 17	Preliminary review of Budgets with Clerk
March 28	Final review of Budgets
Week of March 31	Final proof of numbers, text and layout of budget book
Week of April 14	Copy and bind budget books for distribution
May 1	Clerk's Board related budget due to the Board of County Commissioners
June 26 & 27	<u>Public Presentations and Workshop</u> with the Board of County Commissioners
July 8	Tentative County budget to BOCC
August 1	Tentative millage rates set by BOCC at advertised Public Hearings
September 1	File budget with the Clerk
September 4 & 18 @5:05 p.m.	<u>Two advertised public hearings</u> and Board of County Commissioners vote/approval of Board related costs
September 16	Clerk of Courts Operations Corporation (CCOC) approves Clerk's Court Budget
October 1, 2014	New Fiscal Year 2015 Budget commences

The budget process starts with the determination of the policies to be followed for the upcoming budget year. The policies, along with several prior years' information, are provided to the departments in a packet with instructions. Upon return of the completed budget packets the accounting department compiles the data into a report for review by the senior finance staff and the Clerk of the Circuit Court and Comptroller. After revisions and upon final approval the budgets are submitted to the Board of County Commissioners (non-court related budget) and Florida Clerk of Courts Operation Corporation (court related budget) as required by Florida Statute.



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 1<sup>st</sup> to the Board of County Commissioners. In June, workshops are held and the Board of County Commissioners adopts proposed millage rates in July based on the tentative spending plan and assessed taxable values provided by the Property Appraiser. The timeline for processing County budgets is prescribed by Florida Statute.

The Clerk's court related budget is submitted to the Clerk of Courts Operation Corporation by May 1<sup>st</sup> 2014 for FY 2015 approval. The State reviews the budgets, grouping counties into peer groups for analysis. Each peer group is then evaluated on unit costs on ten different court case types. The goal of the State is to reduce the higher unit cost counties to a 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's, by statute, approves his budget October 1<sup>st</sup> each year.

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## SPECIFIC BUDGET POLICIES FOR FISCAL YEAR 2015

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### **Financial Management/Financial Budget Development**

*Florida Statutes* that require the annual adoption of a balanced budget (defined as 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 for the General Fund Agency budget appropriations included a 2% increase in appropriations from FY 2014 budgets for compensation adjustment. The Clerk's FY 2015 budget incorporates a 0.67% increase of appropriations when compared to the prior year funding levels.
- 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 2014, the Board authorized \$5,869,500 for paying fees for the Clerk to the Board functions.
- Funding was also provided for continuation of financial services to the Supervisor of Elections.

### **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 the Circuit Court and Comptroller 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 15 as follows:

<b>Program Component</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>
Cost of Living (COLA)	0%	0%	2%	0%
Merit Plan	0%	0%	0%	0%
Pay Plan Maintenance	0%	0%	0%	0%
Total	0%	2%	0% *	2% **

This is the Board of County Commissioners Budget Policy.

\*In FY 14 there was a flat \$1,000 pay plan adjustment for all employees.

\*\*In FY15 there is a 2% compensation adjustment for all employees.

In FY 14 there was an increase of \$1,000 per employee for the pay plan adjustment. 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 2015 budget includes the pay plan adjustment of 2% for compensation adjustment.

#### **Limitations on Expanded Positions to Maximize Organizational Efficiencies**

The FY 15 budget reflects a net decrease of 13.0 FTEs. The net FTE decrease is a result of positions eliminated through automation and retirements. 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.

#### **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 2015.

#### **Florida Retirement**

In FY 2012 the State of Florida made a significant change in the Florida Retirement System (FRS) requiring 3% of salary employee contributions to the retirement system that is mandatory for all local governments participating. Previously, retirement was 100% employer paid. The budget for FY 2015 contains a significant increase in the amounts required to pay the FRS for each of the categories including Regular Risk (7.37% employer contribution), Senior Management (21.14%) and Elected Officials (43.24%).

#### **Healthcare Program Cost Sharing**

Collier County provides a self-funded Group Benefits Plan for healthcare 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. 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, the County continues to negotiate with providers for discounted physician and hospital fees and promote corporate wellness and preventive *healthcare* initiatives including an employee clinic on campus.

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## BUDGET POLICIES FOR FISCAL YEAR 2015

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### **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 2015. Premiums are budgeted based on projected actual from the prior year (approximately \$13,870 per year for an employee or family) with the employee paying approximately 20% of the premium costs as well as co-pays for services.

#### **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 2015. State funds in excess of expenses by statute are required to be returned to the Florida Department of Revenue prior to January 25, 2016. The excess for the State court budget is projected to be \$0 for the FY 2015 budget cycle. In prior years the Clerk has contributed significantly to both the State and the Board (excess in FY 2014 of \$652,038 and \$673,326 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 *Florida 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 2015 is primarily 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 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).

#### **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) reflects the status of the County's finances on a GAAP basis. In most cases, this conforms to the way the Clerk prepares his budget. An exception is 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).

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## FINANCIAL POLICIES

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### **Budget Policy**

The budget, as presented in the subsequent sections, was prepared in accordance with the policy directives of this 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 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 of each of these areas.

- Personal Services – The department budgets were prepared with the decreased positions of 13 net FTEs. An increased 2% pay plan adjustment was budgeted.
- Operating Expenditures – The policy directive regarding operating expenditures was to reduce expenditures where possible, maintain the current level where applicable and allocate budget as necessary for escalating costs of operations.
- Capital Outlay – Only purchases necessary for the effective operation of the agency were budgeted for 2015. All equipment is reviewed for effectiveness and useful life.
- Section 28.37, *Florida Statutes*, provides that all revenues from court-related fines, fees, service charges and costs for the period October 1, 2014 through September 30, 2015, are considered revenue and the Clerk must fund operations from these collected funds. The cumulative excess of revenues collected that exceed the amount needed to meet authorized budget will be returned to the State by January 25, 2016.
- Section 218.36, *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 by providing excess revenues/unexpended funds to the State of Florida and the Board of County Commissioners. In 2014, we provided \$673,326 to the State in unexpended funds from Court operations and \$652,038 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 (such as grant or State appropriation). The Clerk's operating funds are turn back funds and cannot issue debt encompassing more than a single fiscal year. All facility costs, by Florida Statute, are required to be paid by the Board of County Commissioners. The Clerk's Office does not intend to issue debt in FY 2015. As a result, the Clerk's policy is to not issue debt for the operations of the Clerk. No debt has ever been issued during this current Clerk's tenure.

## **Investment Policy**

Investment of Clerk's funds is 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.

Chapter 28, *Florida Statutes*, is the principal authority and establishes the rates for fees derived by the Clerk's office. Information regarding a specific fee is available on the Clerk's internet site at [www.collierclerk.com](http://www.collierclerk.com). *Florida Statutes* govern interest earnings and related investment activities, specific *Florida Statutes* can be found at [www.leg.state.fl.us/statutes](http://www.leg.state.fl.us/statutes). The Clerk, as custodian of funds, invests County 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 a slight reduction in fees based upon an additional online automation. Note that the Clerk follows the statutory guidelines in *Florida Statute* 129 by 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.

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## FUND STRUCTURE AND DESCRIPTION OF FUNDS SUBJECT TO APPROPRIATION

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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 within the Clerk's agency.

**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. The General Fund funds the Finance and Accounting Department, Board Minutes and Records, Recording Department, Management Information Systems 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*. Effective July 1, 2013 the Court Services Fund is again funded through collections of filing fees, service charges, fines and court costs collected locally. General Administration costs are allocated to both court and non-court funds based upon full time equivalents. With the changes on July 1, 2013 this fund now operates on the County fiscal year (October 1 – September 30).

**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. These funds are used to provide technology support to the Court Services Fund.

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

## 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 being charged to the Board. The primary sources of funding are charges for services, state appropriation, and Board of County Commissioners transfer for Clerk to Board operations.

All of 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.

Pursuant to *Florida 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 1, 2013 law changes, all court excess fees must be transferred to the Department of Revenue for the State of Florida by January 25, 2016 for the County fiscal year ending September 30<sup>th</sup>, 2015. Special Revenue funds are allowed to carry over unspent funds to the next year.

### Projected Changes in Fund Balances

In the Public Records Modernization Special Revenue 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 2015, 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 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget
Beginning Fund Balance	\$ 1,774,679	\$ 1,797,992	\$ 2,093,622	\$ 2,350,151
Revenues	248,646	295,630	256,529	241,200
Expenditures	(225,333)	-	-	(620,300)
Reserves	-	-	-	(1,971,051)
Ending Fund Balance	<u>\$ 1,797,992</u>	<u>\$ 2,093,622</u>	<u>\$ 2,350,151</u>	<u>\$ -</u>

Current revenues are not at sufficient levels to provide for replacement of major systems; based on the above chart, revenues cannot sustain current 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.

COURTS INFORMATION TECHNOLOGY SPECIAL REVENUE FUND (177)

The funds in the Courts Information Technology Special Revenue Fund are designated for expenditures related to providing information technology services to the Court System. In FY 2015, funds are allocated to support the Court System's development; and a percentage of the personnel and operational costs of the Management Information Systems department (MIS).

	FY 2012	FY 2013	FY 2014	FY 2015
	Actual	Actual	Actual	Budget
Beginning Fund Balance	\$ 1,848,067	\$ 1,668,928	\$ 2,455,640	\$ 2,387,432
Revenues	1,064,722	1,646,505	1,145,890	1,063,400
Expenditures	(1,243,861)	(859,792)	(1,214,099)	(2,273,400)
Reserves	-	-	-	(1,177,432)
Ending Fund Balance	\$ 1,668,928	\$ 2,455,640	\$ 2,387,432	\$ -

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 provide 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 decrease slightly by 1.93 percent in FY 2015. The decrease is primarily due to the projected reduction in the number of court filings during the next budget cycle.

As is presented on Page 47, interest income earned on fees of the Clerk's Office is expected to increase to a level of \$32,700. The small increase in interest income is due to a 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 \$216,800 for reserves or five percent of non-court revenues.

The exhibits on pages 48 and 49 summarizes the budgets for FY 2012, FY 2013, FY 2014 and the approved budget for FY 2015 with a comparison of FY 2014 & FY 2015 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 increase by 0.67 percent. Any shortfall in court funding may be, upon request and justification to the Florida Clerk of Courts Operations Corporation (FLCCOC), supplemented from a Trust fund established by the State. Shortfalls in general revenues could be supplemented by the Board of County Commissioners. However, either scenario is unlikely under current economic conditions.

## **Operating Budget Overview**

As the budget is presented we are just maintaining current service levels. To enhance or improve the performances of the office we would need increased funding on both the non-court and court budgets. The increase of 0.67 percent in overall spending for FY 2015 budget, compared to FY 2014 budget, is a result of the increased personnel expenses offset by reduces operating and capital purchases. Of the proposed expenditure budget of \$18,975,900, approximately 78 percent is for personal services, approximately 15 percent is for operating expenses, and approximately 4 percent is for capital expenditures.

The majority of the expenses, which are reflected in personal services, are budgeted at \$14,867,800 (pg. 49) for FY 2015 and represent an increase of \$266,357 or 1.82 percent when compared to FY 2014 budget. This includes the reduction of thirteen full-time equivalents and increased healthcare and retirement costs in the current budget cycle.

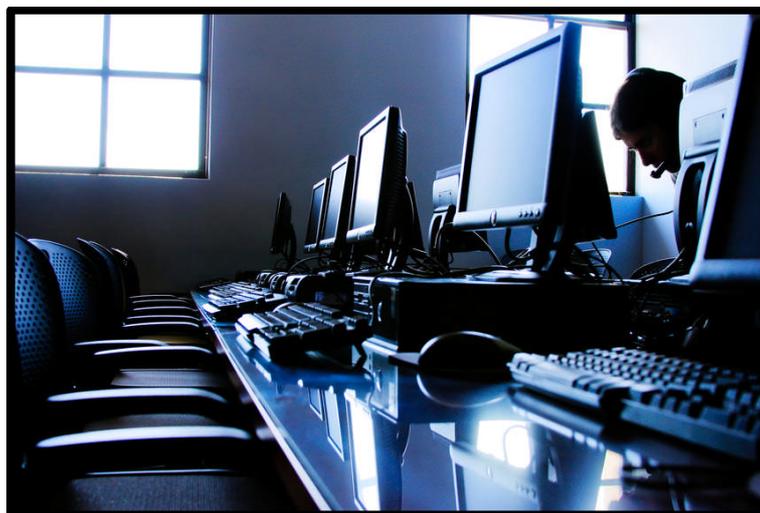
Operating expenditures are \$3,352,400 (pg. 49) or \$623,542 lower than FY 2014 budget for a 15.68 percent decrease. These costs are decreasing as more computer hardware, software automation, and electronic processing are reducing the dependency on hard copy files and reports.

In summary, the FY 2015 expenditure budget reflects an overall increase of 0.67 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 *Florida Statute*, the courts or BOCC budget policy. Insurance and retirement rates are projected to increase during FY 2015. 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 revenues have declined. This year, the BOCC allowed a slight increase in personnel related expenditures while the State continues to ask for overall reduced budgets from the Clerk's statewide.

The Clerk's office continues to do more with less. Employees received a pay plan adjustment in FY 2014. This increase was funded by the Board to maintain parity in the pay plans of all agencies.

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 customers of Collier County Clerk of Courts that reflects our dedication to maintaining an efficient and effective operation.



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## LONG TERM BUDGET CONCERNS AND ISSUES

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There are several long term concerns facing the Clerk's office, including: 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 FY 2011 and FY 2012, as with many areas of the country, we experienced a significant decline in the housing starts and, consequently, revenues associated with the housing market (Recording of Documents, Document Stamps and Ad Valorem Taxes) decreased. FY 2013 and FY2014 saw a positive increase in the momentum of the housing market. We anticipate this trend to continue. However, there will be a lag before the associated revenues are realized. The past several years saw a significant decline in the housing foreclosures which were offset by an increase 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 2015 and beyond.

Employee retention is an area of concern for the Clerk's office. Due to budget constraints and the depressed economy, we have had 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. With the current pay plan adjustments we have been able to retain employees longer.

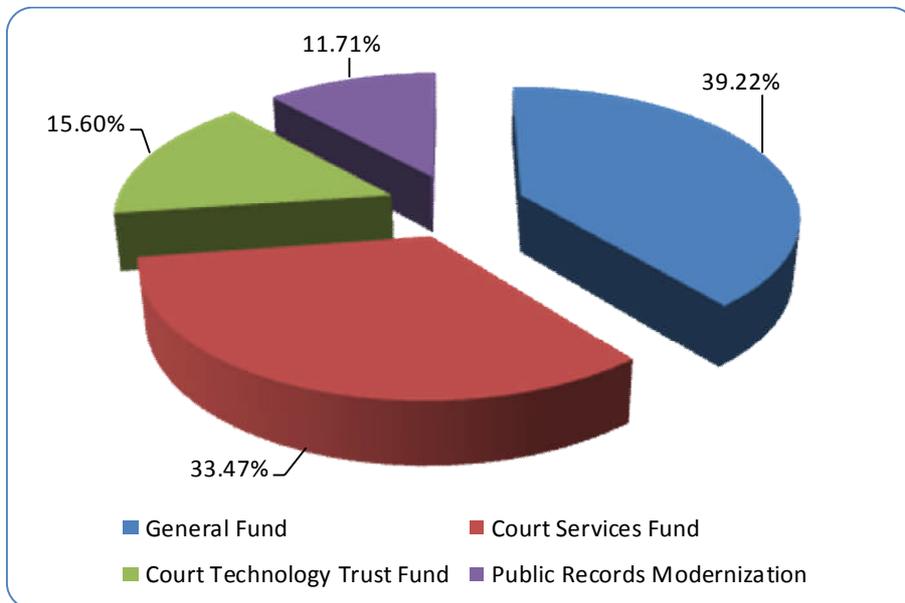
A major concern is the state-mandated changes that are done from year to year on Article V reporting that create local workloads without corresponding revenue to support these changes. Since the implementation of Article V revisions to the Florida Constitution, the Clerk's office has seen a significant increase in the number and frequency of reporting requirements (from 12 reports per year to over one hundred reports annually). Current legislation at the State aims to alleviate some of the expense on the court related budgets by allowing more revenues to be kept locally and returning expenses back to the State budget.

Another of the long term concerns of the Office of the Clerk of the Circuit Court and Comptroller is record retention and storage. As the county grows, we must continue to develop methods to efficiently store records. During FY 2014, 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 FY 2012 the Clerk's Finance division implemented invoice document scanning and workflow to improve efficiencies in invoice processing. During FY 2014 the Finance division began implementing optical character recognition (OCR) software to assist in processing invoices and 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 Clerks departments have now migrated to the court management system (by early FY 2015).

### BUDGET BY FUND

	Fund 011 General Fund	Fund 013 Court Services	Fund 177 Court Technology	Fund 197 Public Records Modernization	Total FY 2014 Budget
<b>Revenues</b>					
Charges for Services	\$ 2,936,200	7,400,200	1,115,000	250,000	\$ 11,701,400
Interest Income	20,000	4,400	4,400	3,900	32,700
5% Statutory Reduction	(148,100)	-	(56,000)	(12,700)	(216,800)
Transfers	5,869,500	-	-	-	5,869,500
Carryforward	-	-	2,387,432	2,350,151	4,737,583
<b>Total Revenues</b>	<b>\$ 8,677,600</b>	<b>7,404,600</b>	<b>3,450,832</b>	<b>2,591,351</b>	<b>\$ 22,124,383</b>
<b>Expenditures</b>					
Personnel Expenditure	\$ 6,987,800	6,890,400	989,600	-	\$ 14,867,800
Operating Expenditure	1,346,700	514,200	1,099,600	391,900	3,352,400
Capital Expenditure	343,100	-	184,200	228,400	755,700
Reserves/Turnback	-	-	1,177,432	1,971,051	3,148,483
<b>Total Expenditures</b>	<b>\$ 8,677,600</b>	<b>7,404,600</b>	<b>3,450,832</b>	<b>2,591,351</b>	<b>\$ 22,124,383</b>



## CLERK OF COURTS BUDGETED STATEMENT OF OPERATIONS

### Revenues

	2012 Budget	2013 Budget	2014 Budget	2015 Approved	2014 Budget/ 2015 Approved Variance	Percent Change
<b>REVENUES BY CATEGORY:</b>						
<i>Charges for Services</i>						
Fund 011 General Fund	\$ 2,830,500	3,057,700	2,796,900	2,936,200	\$ 139,300	4.98%
Fund 013 Court Services Fund	185,360	2,186,930	7,902,700	7,400,200	(502,500)	(6.36%)
Fund 177 Court Technology Trust Fund	950,000	950,000	1,150,000	1,115,000	(35,000)	(3.04%)
Fund 197 Public Records Modernization	215,000	216,000	275,000	250,000	(25,000)	(9.09%)
<i>Total Charges for Services</i>	4,180,860	6,410,630	12,124,600	11,701,400	(423,200)	(3.49%)
<i>Interest Income</i>						
Fund 011 General Fund	25,000	21,000	21,000	20,000	(1,000)	(4.76%)
Fund 013 Court Services Fund	-	2,100	8,200	4,400	(3,800)	(46.34%)
Fund 177 Court Technology Trust Fund	5,000	4,100	-	4,400	4,400	0.00%
Fund 197 Public Records Modernization	4,500	4,000	2,500	3,900	1,400	56.00%
<i>Total Interest Income</i>	34,500	31,200	31,700	32,700	1,000	3.15%
<i>5% Statutory Reduction (non-court)</i>						
Fund 011 General Fund	(115,300)	(119,900)	(140,500)	(148,100)	(7,600)	5.41%
Fund 013 Court Services Fund	-	-	-	-	-	0.00%
Fund 177 Court Technology Trust Fund	(31,800)	(31,300)	(57,500)	(56,000)	1,500	(2.61%)
Fund 197 Public Records Modernization	(11,000)	(10,800)	(13,900)	(12,700)	1,200	(8.63%)
<i>Total 5% Statutory Reduction</i>	(158,100)	(162,000)	(211,900)	(216,800)	(4,900)	2.31%
<i>Transfers</i>						
Fund 011 General Fund	5,238,000	5,475,200	5,719,500	5,869,500	150,000	2.62%
Fund 013 Court Services Fund	7,881,388	6,107,716	61,838	-	(61,838)	(100.00%)
Fund 177 Court Technology Trust Fund	-	-	-	-	-	0.00%
Fund 197 Public Records Modernization	-	-	-	-	-	0.00%
<i>Total Transfers</i>	13,119,388	11,582,916	5,781,338	5,869,500	88,162	1.52%
<i>Carryforward (Fund Balance)</i>						
Fund 011 General Fund	-	-	-	-	-	0.00%
Fund 013 Court Services Fund	238,975	279,048	-	-	-	0.00%
Fund 177 Court Technology Trust Fund	1,646,135	1,841,876	2,227,617	2,387,432	159,815	7.17%
Fund 197 Public Records Modernization	1,012,884	1,782,605	2,024,526	2,350,151	325,625	16.08%
<i>Total Carryforward</i>	2,897,994	3,903,530	4,252,143	4,737,583	485,440	11.42%
<b><i>Total Budget</i></b>	<b>\$ 20,074,642</b>	<b>21,766,276</b>	<b>21,977,881</b>	<b>22,124,383</b>	<b>\$ 146,502</b>	<b>0.67%</b>
<b>BUDGET BY FUND:</b>						
Fund 011 General Fund	\$ 7,978,200	8,434,000	8,396,900	8,677,600	\$ 280,700	3.34%
Fund 013 Court Services Fund	8,305,723	8,575,794	7,972,738	7,404,600	(568,138)	(7.13%)
Fund 177 Court Technology Trust Fund	2,569,335	2,764,676	3,320,117	3,450,832	130,715	3.94%
Fund 197 Public Records Modernization	1,221,384	1,991,805	2,288,126	2,591,351	303,225	13.25%
<b><i>Total Budget (by Fund)</i></b>	<b>\$ 20,074,642</b>	<b>21,766,276</b>	<b>21,977,881</b>	<b>22,124,383</b>	<b>\$ 146,502</b>	<b>0.67%</b>

**CLERK OF COURTS BUDGETED STATEMENT OF OPERATIONS**

**Expenditures**

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2014 Budget/ 2015 Approved</b>	<b>Percent</b>
	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Approved</b>	<b>Variance</b>	<b>Change</b>
<b>EXPENDITURES BY CATEGORY:</b>						
<i>Personnel Expenditures</i>						
Fund 011 General Fund	\$ 5,287,600	6,044,200	6,320,700	6,987,800	\$ 667,100	10.55%
Fund 013 Court Services Fund	6,933,392	6,999,756	7,307,543	6,890,400	(417,143)	(5.71%)
Fund 177 Court Technology Trust Fund	802,400	825,100	973,200	989,600	16,400	1.69%
Fund 197 Public Records Modernization	-	-	-	-	-	0.00%
<i>Total Personnel Expenditures</i>	<u>13,023,392</u>	<u>13,869,056</u>	<u>14,601,443</u>	<u>14,867,800</u>	<u>266,357</u>	<u>1.82%</u>
<i>Operating Expenditures</i>						
Fund 011 General Fund	1,774,500	2,095,300	1,893,900	1,346,700	(547,200)	(28.89%)
Fund 013 Court Services Fund	595,037	505,510	619,342	514,200	(105,142)	(16.98%)
Fund 177 Court Technology Trust Fund	507,189	633,600	1,083,400	1,099,600	16,200	1.50%
Fund 197 Public Records Modernization	381,000	727,900	379,300	391,900	12,600	3.32%
<i>Total Operating Expenditures</i>	<u>3,257,726</u>	<u>3,962,310</u>	<u>3,975,942</u>	<u>3,352,400</u>	<u>(623,542)</u>	<u>(15.68%)</u>
<i>Capital Expenditures</i>						
Fund 011 General Fund	916,100	294,500	182,300	343,100	160,800	88.21%
Fund 013 Court Services Fund	-	-	-	-	-	0.00%
Fund 177 Court Technology Trust Fund	191,600	265,400	157,600	184,200	26,600	16.88%
Fund 197 Public Records Modernization	840,384	143,000	275,000	228,400	(46,600)	(16.95%)
<i>Total Capital Expenditures</i>	<u>1,948,084</u>	<u>702,900</u>	<u>614,900</u>	<u>755,700</u>	<u>140,800</u>	<u>22.90%</u>
<b>Total Expenditures</b>	<u>18,229,202</u>	<u>18,534,266</u>	<u>19,192,285</u>	<u>18,975,900</u>	<u>(216,385)</u>	<u>(1.13%)</u>
<i>Reserves/Turnback</i>						
Fund 011 General Fund	-	-	-	-	-	0.00%
Fund 013 Court Services Fund	777,294	1,070,527	45,853	-	(45,853)	(100.00%)
Fund 177 Court Technology Trust Fund	1,068,146	1,040,576	1,105,917	1,177,432	71,515	6.47%
Fund 197 Public Records Modernization	-	1,120,905	1,633,826	1,971,051	337,225	20.64%
<i>Total Reserves/Turnback</i>	<u>1,845,440</u>	<u>3,232,009</u>	<u>2,785,596</u>	<u>3,148,483</u>	<u>362,887</u>	<u>13.03%</u>
<b>Total Budget</b>	<u>\$ 20,074,642</u>	<u>21,766,276</u>	<u>21,977,881</u>	<u>22,124,383</u>	<u>\$ 146,502</u>	<u>0.67%</u>
<b>BUDGET BY FUND:</b>						
Fund 011 General Fund	\$ 7,978,200	8,434,000	8,396,900	8,677,600	\$ 280,700	3.34%
Fund 013 Court Services Fund	8,305,723	8,575,794	7,972,738	7,404,600	(568,138)	(7.13%)
Fund 177 Court Technology Trust Fund	2,569,335	2,764,676	3,320,117	3,450,832	130,715	3.94%
Fund 197 Public Records Modernization	1,221,384	1,991,805	2,288,126	2,591,351	303,225	13.25%
<b>Total Budget (by Fund)</b>	<u>\$ 20,074,642</u>	<u>21,766,276</u>	<u>21,977,881</u>	<u>22,124,383</u>	<u>\$ 146,502</u>	<u>0.67%</u>

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**STAFFING**

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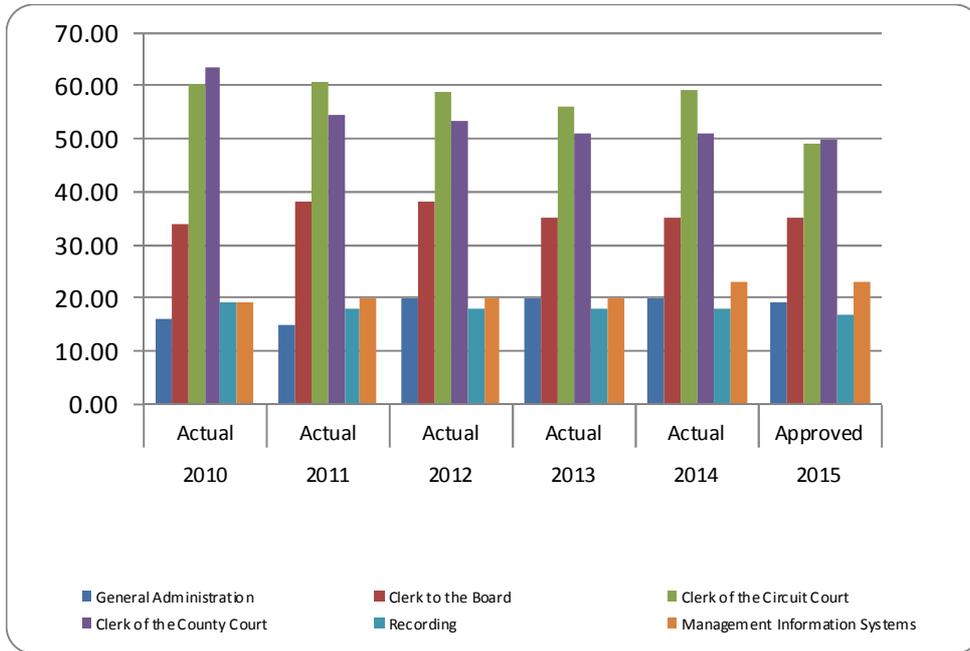
PERSONNEL COUNT 2010 - 2015

<i>Department</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Approved</i>
General Administration	16.00	15.00	20.00	20.00	20.00	19.00
Clerk to the Board	34.00	38.00	38.00	35.00	35.00	35.00
Clerk of the Circuit Court	60.30	60.49	58.67	56.16	59.16	49.23
Clerk of the County Court	63.30	54.51	53.33	50.84	50.84	49.77
Recording	19.00	18.00	18.00	18.00	18.00	17.00
Management Information Systems	19.00	20.00	20.00	20.00	23.00	23.00
 Total Employees	 <u>211.60</u>	 <u>206.00</u>	 <u>208.00</u>	 <u>200.00</u>	 <u>206.00</u>	 <u>193.00</u>

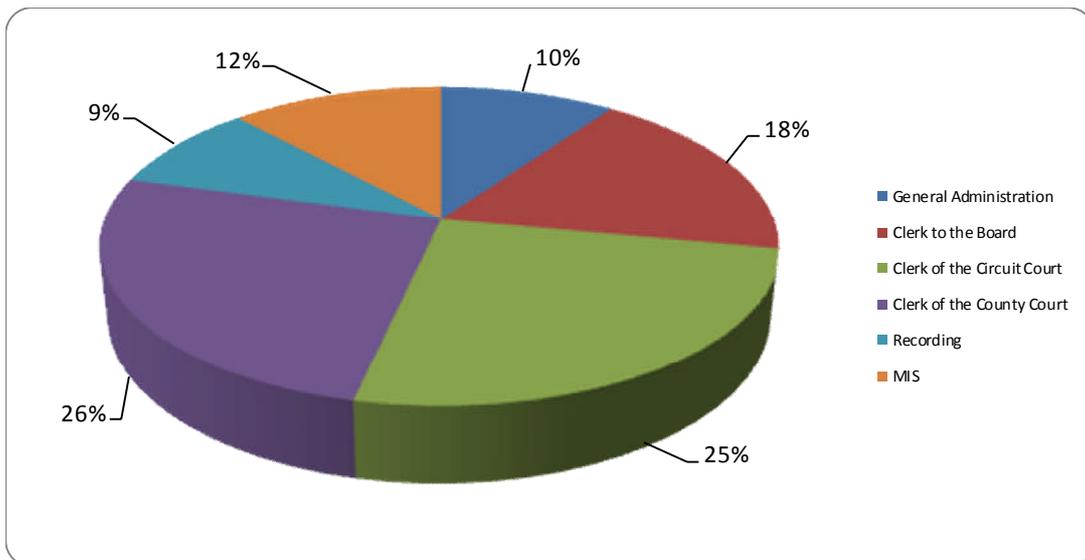
In September 2009, 52.3 FTE positions were eliminated in anticipation of the FY 2010 Budget reductions. In FY 2010 six furlough days were used to preserve more positions. These reductions, while necessary to meet budgetary constraints, caused hardship for the employees as well as the Clerk's customers. The remaining employees were left to complete the same workload with fewer people.

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. For FY 2015, the Clerk's Office has 193.0 authorized positions. This is a 36.7% reduction in force from 2010 levels. The additional positions that added in FY 2014 were a result of the Board requesting clerks for the Hearing Officers and the additional Management Information Services Department positions. These positions continue to be requested and funded by the BOCC. 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.

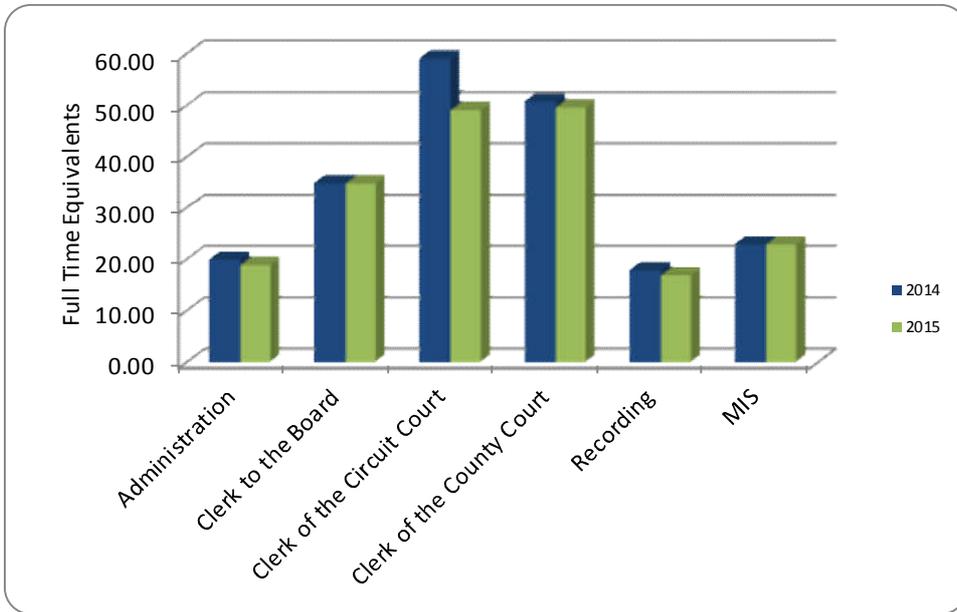
FULL TIME EQUIVALENTS 2010 - 2015



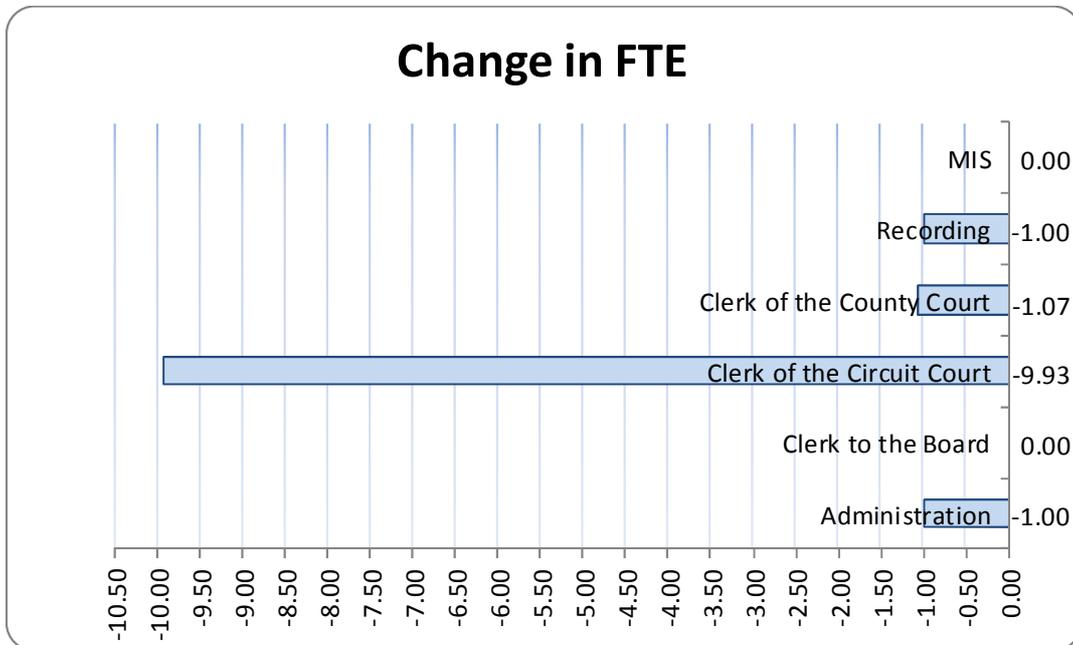
PERSONNEL DISTRIBUTION – FISCAL YEAR 2015  
STAFFING SUMMARY BY DEPARTMENT  
AUTHORIZED FULL-TIME EQUIVILANTS



BUDGETED POSITIONS AS COMPARED TO PRIOR YEAR



BUDGETED POSITIONS CHANGES COMPARED TO PRIOR YEAR



BUDGETED STAFFING LEVEL COMPARISONS

2012 - 2015

<i>Department</i>	<b>2012 FTE</b>	<b>2013 FTE</b>	<b>2014 FTE</b>	<b>2015 FTE</b>
<i>General Administration</i>				
Clerk's Administration	6.00	6.00	6.00	6.00
Clerk's Bookkeeping	5.00	5.00	5.00	4.00
Internal Audit	5.00	5.00	7.00	7.00
Records Management	4.00	4.00	2.00	2.00
<i>Total Administration and Internal Audit</i>	<u>20.00</u>	<u>20.00</u>	<u>20.00</u>	<u>19.00</u>
<i>Clerk to the Board</i>				
Finance and Accounting	34.00	31.00	31.00	31.00
Board Minutes and Records	4.00	4.00	4.00	4.00
<i>Total Clerk to the Board</i>	<u>38.00</u>	<u>35.00</u>	<u>35.00</u>	<u>35.00</u>
<i>Clerk of the Circuit Court</i>				
Circuit Civil	32.79	28.69	31.69	22.23
Circuit Felony	15.88	17.47	17.47	18.00
SAVE Program	0.00	0.00	0.00	0.00
Jury Management	0.00	0.00	0.00	0.00
Circuit Probate	6.00	6.00	6.00	6.00
Juvenile	4.00	4.00	4.00	3.00
<i>Total Clerk of the Circuit Court</i>	<u>58.67</u>	<u>56.16</u>	<u>59.16</u>	<u>49.23</u>
<i>Clerk of the County Court</i>				
County Satellites	5.00	4.00	4.00	4.00
County Misdemeanor	19.30	20.82	20.82	21.45
County Civil	15.43	16.49	16.49	13.21
County Traffic	13.60	9.53	9.53	11.11
Court Collections	0.00	0.00	0.00	0.00
<i>Total Clerk of the County Court</i>	<u>53.33</u>	<u>50.84</u>	<u>50.84</u>	<u>49.77</u>
<i>Recording</i>	18.00	18.00	18.00	17.00
<i>Management Information Systems</i>	<u>20.00</u>	<u>20.00</u>	<u>23.00</u>	<u>23.00</u>
<i>Total Staff</i>	<u><u>208.00</u></u>	<u><u>200.00</u></u>	<u><u>206.00</u></u>	<u><u>193.00</u></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:

### RECENT EXPENDITURE AND FIVE-YEAR FORECAST CIP

<u>Capital</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>
Desktop Equipment	\$ 11,188	\$ 10,517	\$ -	\$ 13,400	\$ 24,000	\$ 15,000	\$ 17,000	\$ 20,000
Data Processing Equipment	426,666	47,708	175,968	308,500	175,000	100,000	125,000	125,000
Software	687,777	100,800	-	433,800	500,000	550,000	550,000	600,000
Office Equipment	2,201	1,919	4,778	-	5,000	5,500	5,000	6,000
Vehicles	-	21,200	-	-	-	-	-	27,000
<b>Total</b>	<b>\$ 1,127,832</b>	<b>\$ 182,144</b>	<b>\$ 180,746</b>	<b>\$ 755,700</b>	<b>\$ 704,000</b>	<b>\$ 670,500</b>	<b>\$ 697,000</b>	<b>\$ 778,000</b>

A brief description of these future 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 FY 2015 we will begin to replace the desktop equipment of the users who require higher processing capabilities (finance, accounting and the MIS department.) Going forward in the remaining years of the schedule we will be replacing the desktop equipment of the remaining users. We are able to keep the costs down as our MIS department purchases components and assembles our machines on-site to meet each department's needs.

#### **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 OCR enhancements are included in the FY 2015 CIP. As the court filings are now required to be submitted electronically, the Clerk's office has been adding additional hardware to accommodate storage of the documents. Each terabyte of additional disk space added for users requires multiple terabytes for additional backup and scanned images. The controller hardware we currently use (NetApp) allows the older slower drives to be converted to backup and document storage while the newer drives are used for processing and software retrieval. This increases our storage capacity as well as enhancing performance of our servers.

The disaster recovery site for the Clerk's office is slowly being upgraded to a full "hot site". This means that should our main servers go off-line the hot site would allow seamless conversion and operation to all users of the Clerk's systems.

## **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 OCR 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. Early in FY 2015 the two remaining departments (County Probation and Child Support) will be integrated into the case management software system. 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. During FY 2013 and into FY 2014 electronic case filing become mandatory for the civil and criminal departments requiring updated software and will continue with enhancements going forward.

During FY 2015 we are anticipating going live with the OCR software package for our accounts payable department. FY 2016 will have a major upgrade 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).

In the coming years we will be converting our older microfilmed records to electronic data images for increased reliability and ease of use. We expect this conversion to begin in FY 2017 or FY 2018.

## **Office Equipment**

The Clerk has established a base disaster recovery office located at the County Emergency Center in addition to a backup location 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.

## **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 that was replaced in FY 2013. The next scheduled replacement will be in FY 2019. 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 FY 2015. Vehicles typically have a useful life of 6 years.

**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 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>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>
Maintenance Costs	\$ 945,000	\$ 945,000	\$ 945,000	\$ 1,025,000	\$ 1,025,000
Training Costs	97,800	95,000	95,000	100,000	110,000
<i>Net Operating Impact</i>	<u>\$ 1,042,800</u>	<u>\$ 1,040,000</u>	<u>\$ 1,040,000</u>	<u>\$ 1,125,000</u>	<u>\$ 1,135,000</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 future years of the projection, perhaps being able to eliminate or reassign positions within the agency.

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**REVENUE BUDGET SUMMARY**

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## REVENUE POLICY

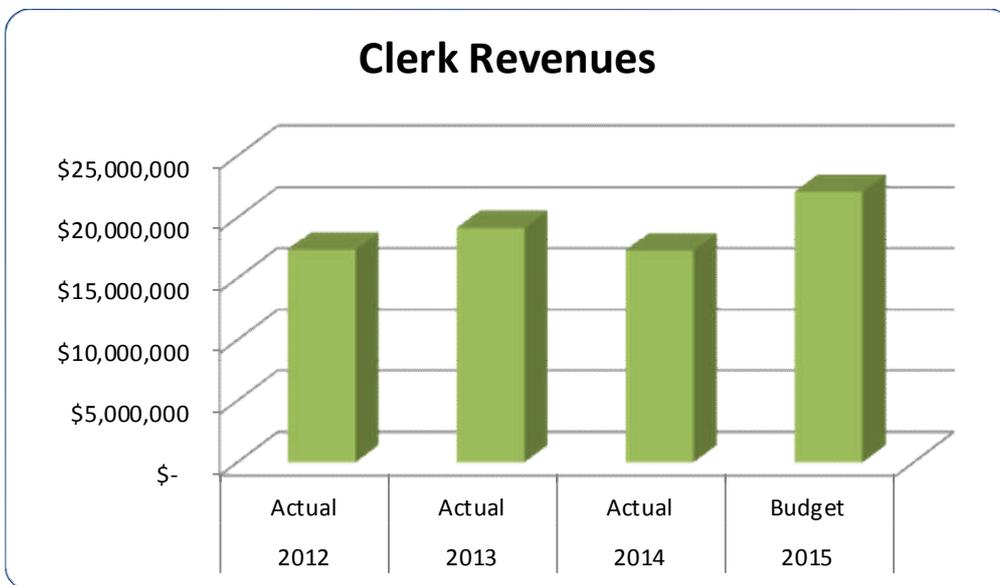
User charges for services derived by the Clerk for services rendered for court and non-court service activities are classified as fees and are available to offset functions of the Clerk’s Office. These fees are collected by the Clerk and are deposited to the Clerk’s General Fund. In addition, the General 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](http://www.collierclerk.com). *Florida Statutes* govern interest earnings and investment activities of the Clerk’s office.

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 2012 – 2015

	<i>2012</i> Actual	<i>2013</i> Actual	<i>2014</i> Actual	<i>2015</i> Budget
Clerk Revenue	\$ 17,386,867	\$ 19,186,713	\$ 17,324,918	\$ 22,124,383



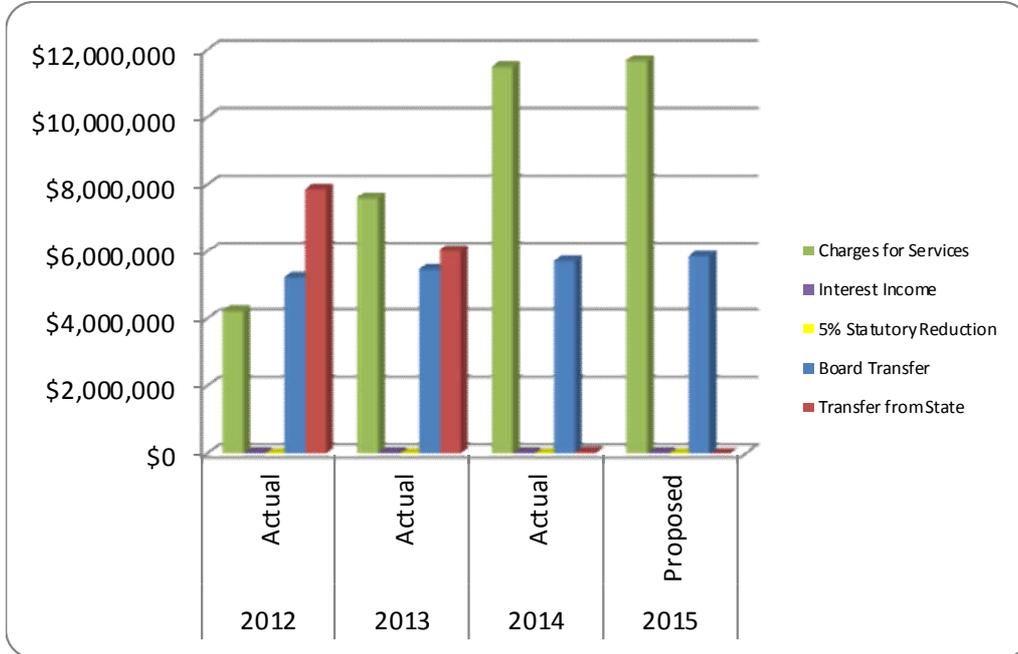
<i>Revenues, Carry Forward &amp; Transfers by Major Class</i>	<i>2012 Actual</i>	<i>2013 Actual</i>	<i>2014 Actual</i>	<i>2015 Proposed</i>
Charges for Services	\$ 4,241,939	\$ 7,626,475	\$ 11,510,117	\$ 11,701,400
Carry Forward	-	-	-	4,737,583
Interest Income	25,551	39,160	33,463	32,700
5% Statutory Reduction	-	-	-	(216,800)
Board Transfer	5,238,000	5,475,200	5,719,500	5,869,500
Transfer from State	7,881,377	6,045,878	61,838	-
<b>Total Available for Operations</b>	<b>\$ 17,386,867</b>	<b>\$ 19,186,713</b>	<b>\$ 17,324,918</b>	<b>\$ 22,124,383</b>

The increase in budgeted charges for services is largely a result of the statute changes in July 2013 designating revenues collected in the court areas once again revenue to the Clerk. This statute change also accounts for the sharp decline in Transfers from the State.

The increase in Board Transfer is a result of a budget direction requested by the Board of County Commissioners for the Clerk to provide personnel for the Board Hearing Officers and additional Information Technology support. The BOCC requested 2% reduction across the county as part of budget policy. The Clerk met this requirement before the additional positions were requested in the budget.

In FY 2014 a transfer from the Supervisor of Elections was included in charges for services. This transfer was for accounting processes provided by the Clerk on the Supervisor's behalf. Previously this was recorded in miscellaneous revenue. These revenues are now recorded in charges for services to simplify county-wide financial statement consolidation.

### Revenues by Major Category



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## MAJOR AND KEY REVENUE SOURCES

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### 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 Fees, Cost, and Service Charges
- Transfer from BCC for services provided to BCC

### Key Revenues:

**Clerk of the Circuit and County Courts:** Collection of fines, fees, court costs and service charges per *Florida Statutes*.

- Revenues – Effective July 1, 2013 the court system is again funded through collection of fines, fees, court costs and service charges and an appropriation from the State of Florida based upon *Florida Statutes*. If revenues collected are insufficient to meet the expenditures needs of the office, the Clerk may petition for funding from a trust fund established with the State for the purpose of funding Clerks with revenue shortfalls. FY 2014 reflects an increase from the prior year budget due to this change in State statute.

**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 \$5,719,500 funds costs of services provided to the Board.

**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 Affidavits of Domicile. These fees have decreased dramatically when compared to several years ago. 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: Fees collected in processing documentary stamp sales from recording real property transactions. 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 2014. The Clerk no longer receives income from interest earned on investments. A minimal interest increase is expected on Special Revenue Funds carry forward balance.

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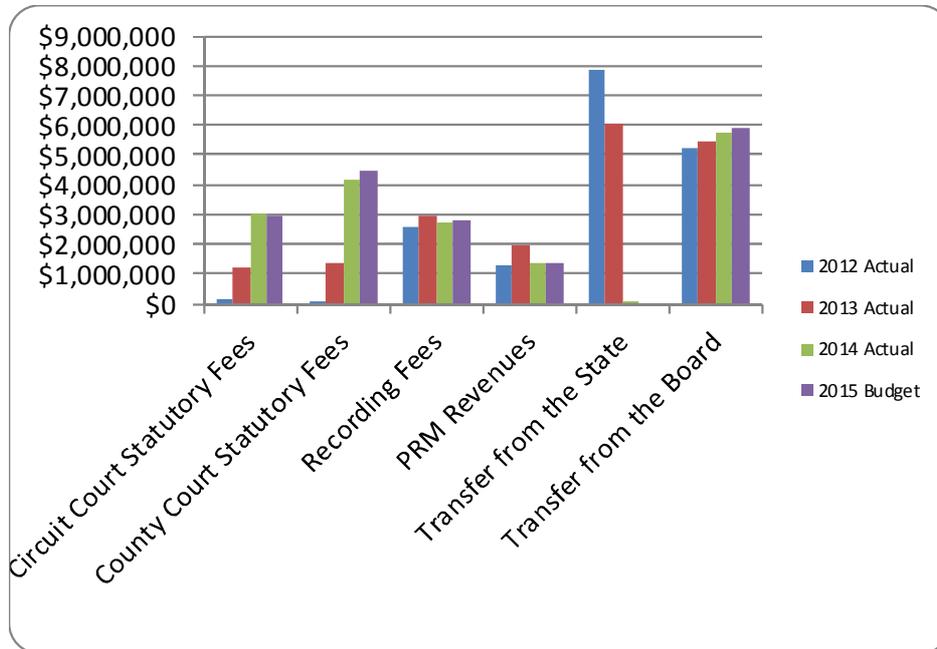
## ASSUMPTIONS FOR REVENUE ESTIMATES

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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 legislative 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 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 changed 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. Effective July 1, 2013 this funding mechanism was changed back to pre-2009 methodologies. The Clerk court activities are now funded through the collection of fees, fines, court costs and service charges. This statute also changed the court budget cycle back to coincide with the County fiscal year (October 1, 2013 through September 30, 2014.)

### 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 once again Clerk revenues accounting for the large increase in 2014 projections.

**Recording and Documentary Stamp Fees:** These fees combined are expected to slightly increase in FY 2015 to \$2,815,500 or approximately FY 2014 actual 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 \$5,869,500 for the payment of these costs in FY 2015, an increase of 2.62% from FY 2014 budget.

## REVENUE HISTORY AND FORECASTS BY DIVISIONS

<u>Description</u>	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Actual</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Budget</u>
General Administration:				
Copies	\$ 1,558	77	5,502	\$ 100
Administrative Fee	50,218	47,764	51,354	50,000
Miscellaneous Fees and Charges	19,301	20,113	10,210	7,000
Total General Administration	<u>71,076</u>	<u>67,955</u>	<u>67,067</u>	<u>57,100</u>
Clerk to the Board:				
Copies	29,643	19,074	10,334	100
Lobbyist Registration Fees	3,850	4,275	4,100	2,500
Miscellaneous	38,788	14,794	14,804	20,000
Total Clerk to the Board	<u>72,281</u>	<u>38,142</u>	<u>29,238</u>	<u>22,600</u>
Clerk of the Circuit Court:				
State Authorized Fees, Cost, Service Charges	160,484	1,246,722	2,996,562	2,935,300
Clerk of the County Court:				
State Authorized Fees, Cost, Service Charges	43,532	1,378,634	4,195,599	4,496,900
Recording:				
User Fees	2,565,761	2,950,651	2,744,706	2,815,500
Management Information Systems:				
User Fees	22,639	9,775	82,857	9,000
Interest Income				
General Administration	18,348	27,342	16,916	20,000
Court Services Fund	-	4,279	8,216	4,400
Public Records Modernization (PRM)	7,202	7,539	8,331	8,300
	<u>25,551</u>	<u>39,160</u>	<u>33,463</u>	<u>32,700</u>
Public Records Modernization (PRM)				
Charges for Services	1,306,166	1,934,596	1,394,089	1,365,000
Total Service Charges				
	<u>4,267,490</u>	<u>7,665,635</u>	<u>11,543,580</u>	<u>11,734,100</u>
5% Statutory Reduction (non-court)	-	-	-	(216,800)
Net Service Charges and Interest	<u>4,267,490</u>	<u>7,665,635</u>	<u>11,543,580</u>	<u>11,517,300</u>
Board Transfer	5,238,000	5,475,200	5,719,500	5,869,500
State of Florida Transfer	7,881,377	6,045,878	61,838	-
Transfer from other funds	-	-	-	-
Carry forward PRM	-	-	-	4,737,583
Total	<u>\$ 17,386,867</u>	<u>\$ 19,186,713</u>	<u>\$ 17,324,918</u>	<u>\$ 22,124,383</u>

Note: PRM funds are combined for presentation purposes. Details for the funds can be found under the tab labeled Special Revenue.

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**EXPENDITURE SUMMARY**

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## EXPENDITURE POLICIES

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The Clerk of Courts remains in compliance with *Florida Statutes*, and maintains a balanced budget, and follows several policies each year when preparing both the State and local budget submissions.

By statute several costs may 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 2012 – 2014 AND BUDGET 2015

<b>Department/Object Class</b>	<b>2012 Actuals</b>	<b>2013 Actuals</b>	<b>2014 Actuals</b>	<b>2015 Budget</b>
<b>General Administration</b>				
Personnel Services	\$ 1,573,464	1,494,665	1,600,969	\$ 1,795,100
Operating Expense	650,362	229,037	343,730	272,100
Capital Outlay	-	21,200	-	-
<b>Total</b>	<b>2,223,826</b>	<b>1,744,902</b>	<b>1,944,699</b>	<b>2,067,200</b>
<b>Clerk to the Board</b>				
Personnel Services	2,346,056	2,689,585	2,768,873	2,947,900
Operating Expense	222,382	214,137	165,070	261,100
Capital Outlay	-	-	-	-
<b>Total</b>	<b>2,568,438</b>	<b>2,903,722</b>	<b>2,933,943</b>	<b>3,209,000</b>
<b>Clerk of the Circuit Court</b>				
Personnel Services	3,135,398	3,153,820	2,908,528	3,449,900
Operating Expense	258,254	316,935	239,451	383,800
<b>Total</b>	<b>3,393,652</b>	<b>3,470,755</b>	<b>3,147,979</b>	<b>3,833,700</b>
<b>Clerk of the County Court</b>				
Personnel Services	2,842,458	2,960,023	2,790,301	3,008,300
Operating Expense	144,758	179,540	124,008	239,100
<b>Total</b>	<b>2,987,216</b>	<b>3,139,563</b>	<b>2,914,309</b>	<b>3,247,400</b>
<b>Recording</b>				
Personnel Services	1,014,495	1,169,229	1,139,122	1,181,000
Operating Expense	112,156	89,744	101,407	108,200
Capital Outlay	-	-	-	-
<b>Total</b>	<b>1,126,651</b>	<b>1,258,973</b>	<b>1,240,530</b>	<b>1,289,200</b>
<b>Management Information Systems</b>				
Personnel Services	1,093,441	1,184,797	1,274,974	1,496,000
Operating Expense	866,661	1,288,453	959,953	596,600
Capital Outlay	915,998	160,944	180,746	343,100
<b>Total</b>	<b>2,876,099</b>	<b>2,634,193</b>	<b>2,415,673</b>	<b>2,435,700</b>
<b>Public Records Modernization Funds</b>				
Personnel Services	755,287	819,859	818,956	989,600
Operating Expense	502,072	39,934	395,143	1,491,500
Capital Outlay	211,835	-	-	412,600
Reserves	-	-	-	3,148,483
<b>Total</b>	<b>1,469,194</b>	<b>859,792</b>	<b>1,214,099</b>	<b>2,893,700</b>
<b>Summary</b>				
Personnel Services	12,760,600	13,471,978	13,301,724	14,867,800
Operating Expense	2,756,644	2,357,779	2,328,763	3,352,400
Capital Outlay	1,127,832	182,144	180,746	755,700
Reserves	-	-	-	3,148,483
<b>Total Expenditures</b>	<b>\$ 16,645,076</b>	<b>16,011,901</b>	<b>15,811,232</b>	<b>\$ 22,124,383</b>

EXPENDITURES BY MAJOR CATEGORIES

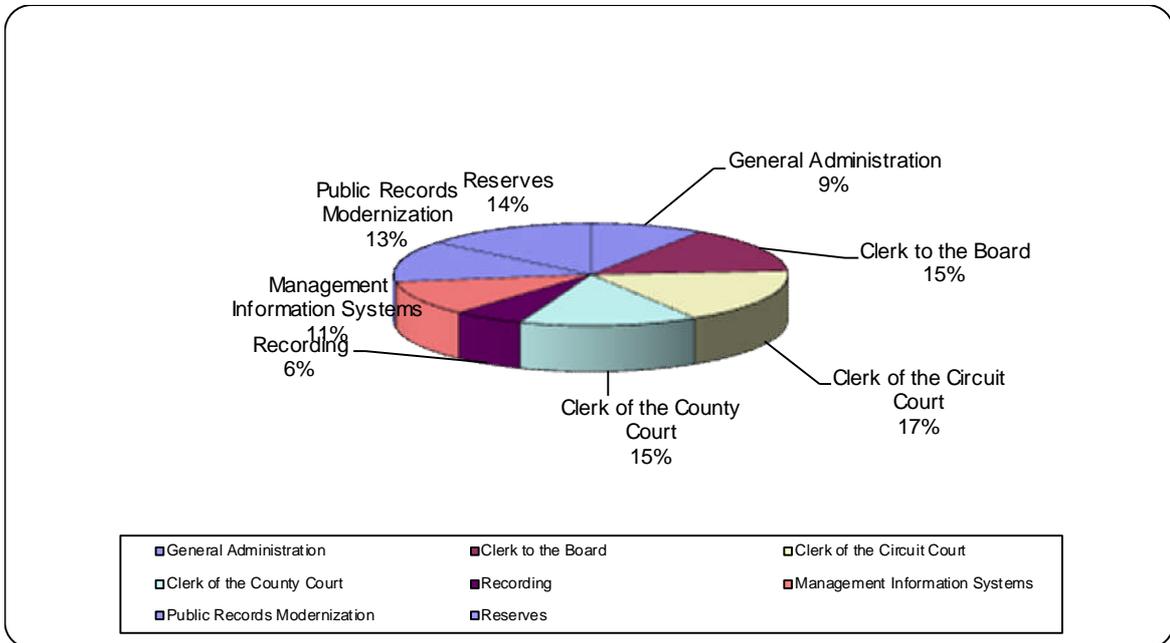
EXPENDITURES MAJOR CATEGORIES:	2012 Actual	2013 Actual	2014 Actual	2015 Budget
<i>Personnel Expenditures</i>				
Salaries	\$ 8,868,286	9,422,529	9,196,047	\$ 9,890,600
Retirement	452,954	562,051	738,661	814,100
Health	2,766,079	2,769,640	2,625,454	3,222,500
Other Benefits	673,281	717,758	741,562	940,600
<i>Total Personnel Expenditures</i>	12,760,600	13,471,978	13,301,724	14,867,800
<i>Operating Expenditures</i>				
Legal	508,961	172,988	198,278	188,000
Contractual	164,566	124,194	153,086	725,000
Travel	15,673	30,697	18,322	77,700
Telephone	189,360	155,671	149,233	192,900
Postage/Freight	126,547	127,936	133,894	152,400
Equipment/Maintenance	1,242,102	1,174,407	904,806	1,019,200
Other	509,435	571,885	771,143	997,200
<i>Total Operating Expenditures</i>	2,756,644	2,357,779	2,328,763	3,352,400
<i>Capital Expenditures</i>				
Equipment	703,942	86,419	180,746	321,900
Software	423,890	74,525	-	433,800
Other	-	21,200	-	-
<i>Total Capital Expenditures</i>	1,127,832	182,144	180,746	755,700
<i>Reserves</i>	-	-	-	3,148,483
<i>Total Expenditures</i>	\$ 16,645,076	16,011,901	15,811,232	\$ 22,124,383

As exhibited in the chart above, the majority of expenditures result from personnel expenditures. As the Clerk's office is a service oriented operation this is to be expected. One of the items continually increasing in costs is the retirement expense. In the last two years the rates have jumped dramatically for the cost of retirement to the Clerk's office. The Florida legislature has passed several laws to attempt to counteract this trend. They have required employee contributions, split the plan into an investment or defined benefit plans and changed the retirement age for new employees hired after July, 2011.

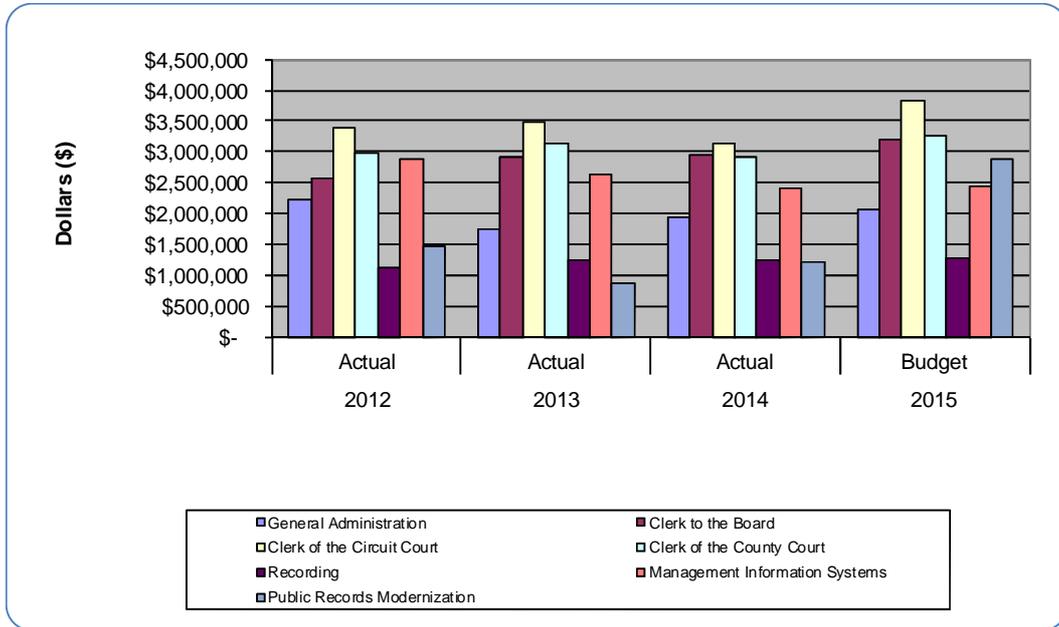
APPROPRIATIONS 2012 - 2015

All Funds Presentation By Function	2012 Actual	2013 Actual	2014 Actual	2015 Budget
General Administration	\$ 2,223,826	\$ 1,744,902	\$ 1,944,699	\$ 2,067,200
Clerk to the Board	2,568,438	2,903,722	2,933,943	3,209,000
Clerk of the Circuit Court	3,393,652	3,470,755	3,147,979	3,833,700
Clerk of the County Court	2,987,216	3,139,563	2,914,309	3,247,400
Recording	1,126,651	1,258,973	1,240,530	1,289,200
Management Information Systems	2,876,099	2,634,193	2,415,673	2,435,700
Public Records Modernization	1,469,194	859,792	1,214,099	2,893,700
Reserves	-	-	-	3,148,483
<b>Total</b>	<b>\$ 16,645,076</b>	<b>\$ 16,011,901</b>	<b>\$ 15,811,232</b>	<b>\$ 22,124,383</b>

2015 APPROPRIATIONS ALLOCATION



## HISTORY OF EXPENDITURES BY DIVISION



## CAPITAL BUDGETS BY DIVISION

Department	2012 Actual	2013 Actual	2014 Actual	2015 Budget
General Administration	\$ 2,223,826	\$ 1,744,902	\$ 1,944,699	\$ 2,067,200
Clerk to the Board	2,568,438	2,903,722	2,933,943	3,209,000
Clerk of the Circuit Court	3,393,652	3,470,755	3,147,979	3,833,700
Clerk of the County Court	2,987,216	3,139,563	2,914,309	3,247,400
Recording	1,126,651	1,258,973	1,240,530	1,289,200
Management Information Systems	2,876,099	2,634,193	2,415,673	2,435,700
Public Records Modernization	1,469,194	859,792	1,214,099	2,893,700
<b>Total</b>	<b>\$ 16,645,076</b>	<b>\$ 16,011,901</b>	<b>\$ 15,811,232</b>	<b>\$ 18,975,900</b>

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## ASSUMPTIONS FOR EXPENDITURE ESTIMATES

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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 staff in the Management Information Systems department and court staff for the Board Hearing Officers.
- There are no raises budgeted for the sixth 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. A 2% pay plan adjustment was instituted to follow BOCC guidelines and maintain pay plan equity.
- The Florida State Retirement System will increase the rates for all classes of employees on July 1, 2015. On July 1, 2011 the legislature changed the laws to provide that all employees will contribute 3% towards their retirement.
- Operating expenses projected by the departments are to remain relatively stable.
- Capital expenditures will increase slightly in FY 2015 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 not to exceed a 2% increase in expenditures from the prior year's budget. The Clerk's non-court budget for FY 2015 is 80.52% personnel services.
- The State court budget was reduced significantly by 7.13% from the prior budget based upon Florida Clerk of Courts Operations Corporation budget directives and anticipated revenues.

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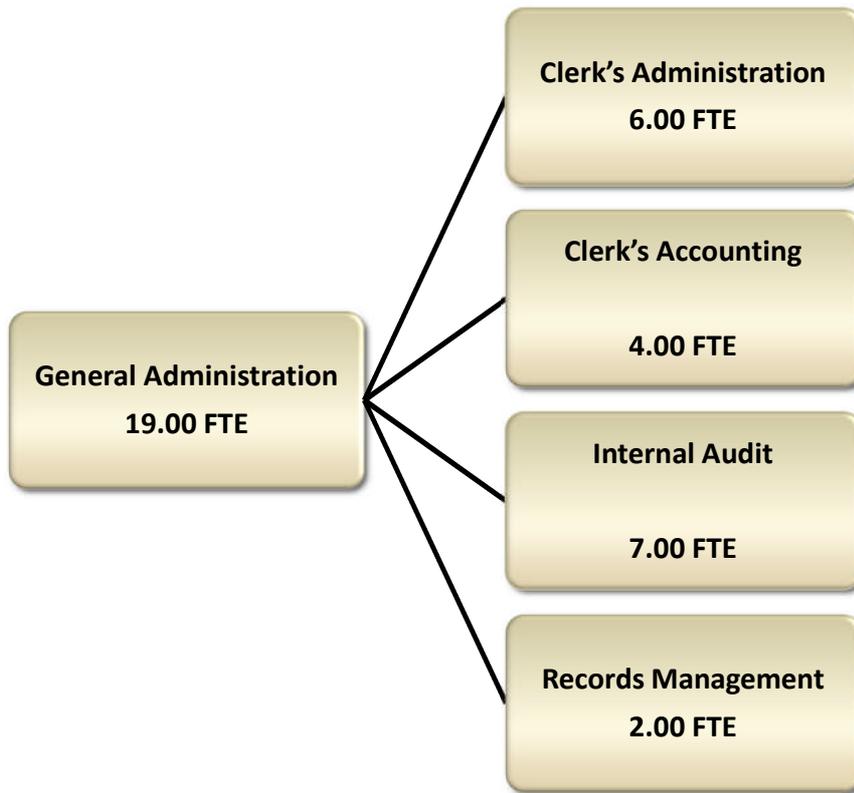
**DEPARTMENT BUDGET DETAILS**

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**GENERAL ADMINISTRATION**

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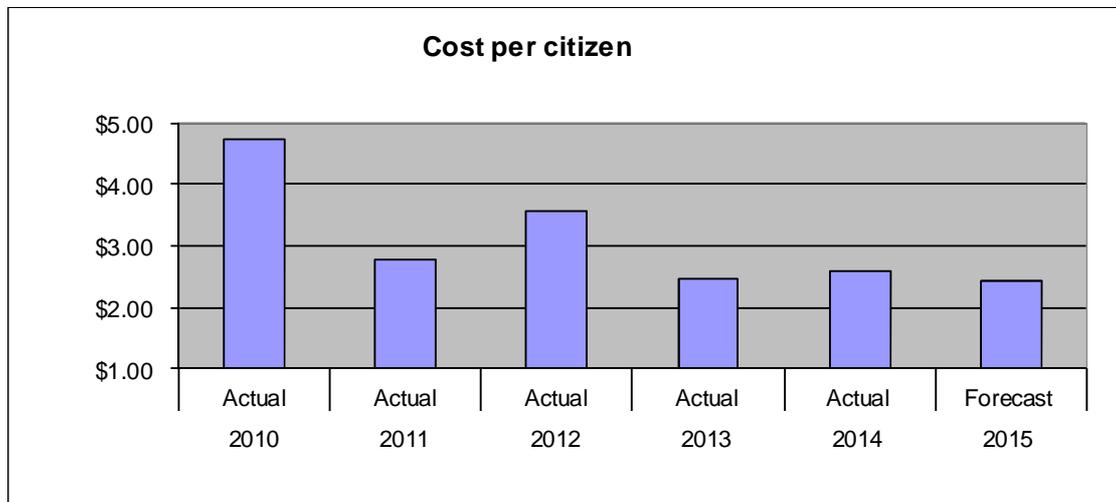
## GENERAL ADMINISTRATION – CLERK’S ADMINISTRATION

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).

### Major Accomplishments Fiscal Year 2014:

- 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 Clerk’s 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; and
- Organized approximately 30 outreach activities with various civic, media and educational groups.

### Performance Measures:



### Efficiency:

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

**GENERAL ADMINISTRATION – CLERK’S ADMINISTRATION**

<b>Appropriation Unit</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Budget</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Current</b>	<b>FY 2015 Expanded</b>	<b>FY 2015 Proposed</b>	<b>Increase/ (Decrease)</b>	<b>Percent Change</b>
<b>General Fund 011</b>								
Personnel Services	\$ 224,959	213,500	207,907	315,500	-	315,500	102,000	47.78%
Operating Expenses	129,669	226,700	225,862	146,900	-	146,900	(79,800)	(35.20%)
Capital Expenses	21,200	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>375,828</b>	<b>440,200</b>	<b>433,769</b>	<b>462,400</b>	<b>-</b>	<b>462,400</b>	<b>22,200</b>	<b>5.04%</b>
Permanent Positions	1.93	1.93	1.93	2.97	-	2.97	1.04	53.89%
<b>Court Services Fund 013</b>								
Personnel Services	418,128	463,200	413,498	325,500	-	325,500	(137,700)	(29.73%)
Operating Expenses	30,894	37,100	22,447	26,000	-	26,000	(11,100)	(29.92%)
Capital Expenses	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>449,022</b>	<b>500,300</b>	<b>435,945</b>	<b>351,500</b>	<b>-</b>	<b>351,500</b>	<b>(148,800)</b>	<b>(29.74%)</b>
Permanent Positions	4.07	4.07	4.07	3.03	-	3.03	(1.04)	(25.55%)
<b>Total All Funding Sources</b>								
Personnel Services	643,087	676,700	621,405	641,000	-	641,000	(35,700)	(5.28%)
Operating Expenses	160,563	263,800	248,309	172,900	-	172,900	(90,900)	(34.46%)
Capital Expenses	21,200	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 824,850</b>	<b>940,500</b>	<b>869,714</b>	<b>813,900</b>	<b>-</b>	<b>813,900</b>	<b>(126,600)</b>	<b>(13.46%)</b>
Permanent Positions	6.00	6.00	6.00	6.00	-	6.00	-	0.00%

**BUDGET HIGHLIGHTS:**

Actual FY 2014:

- Litigation involving the Clerk of Courts concerning eminent domain interest rights occurred was reduced in FY 2013.

Current FY 2015:

- The FY 2015 budget represents a decrease of \$126,600 or 13.46% when compared to the FY 2014 budget. Personnel costs were reduced due to the retirement of the long term Human Resources Director from the previous budget, operating (expected lower legal fees for the year).

Expanded FY 2015:

- There are no expanded positions and services planned for FY 2015 budget.

**Key Objectives for 2015:**

- 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, individual meetings with the public, as requested.
- Act as liaison to media and public requests for data and information related to court, official records and county government minutes and records.

- Coordinate information in emergency situations for staff and the general public in relations to the Clerk's office.
- 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.

**Major Goals Fiscal Year 2015:**

- 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.

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## GENERAL ADMINISTRATION – CLERK’S ACCOUNTING

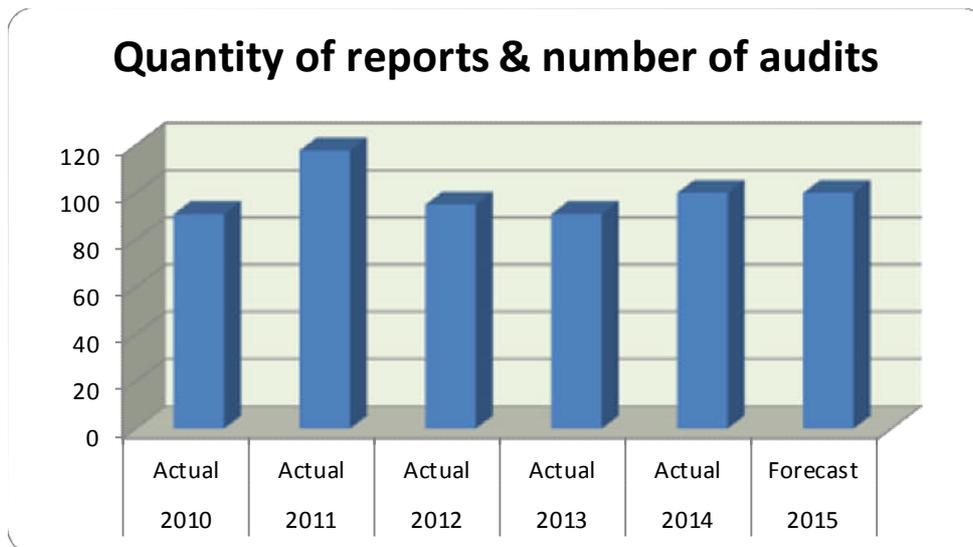
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Clerk’s Accounting provides financial services to the Clerk’s Office to ensure that each department effectively and efficiently accomplishes their stated goals. All financial reporting and mandated court reporting is prepared by the Clerk’s Accounting department and sent for review to the directors for review. This office also serves to coordinate the financial activities of the Clerk’s office (budgeting, financial transaction processing and financial reporting.)

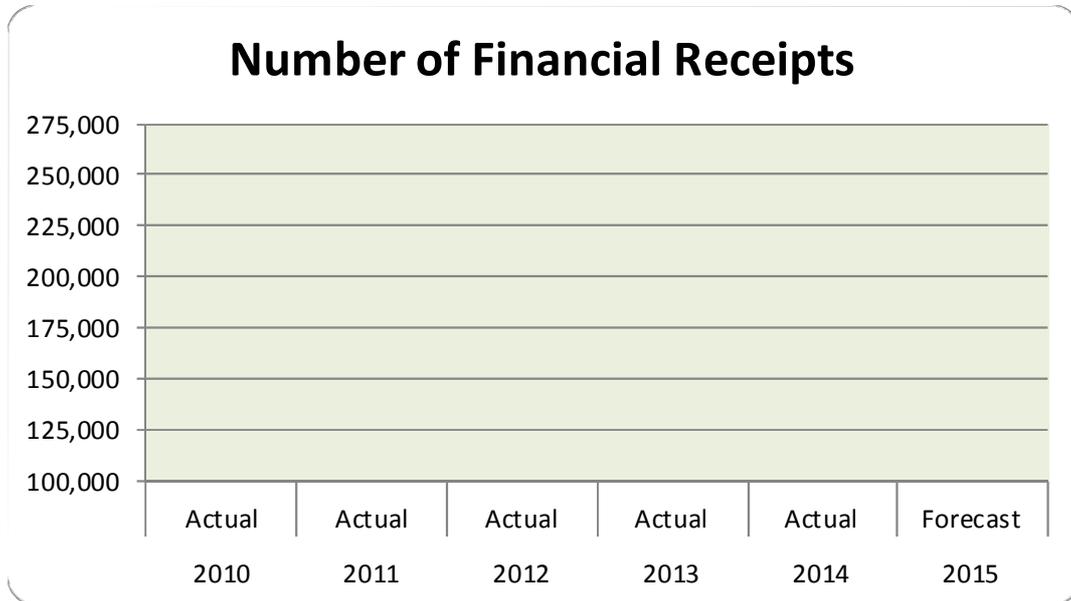
### Major Accomplishments Fiscal Year 2014:

- 100% timely reporting to all required agencies and Board of County Commissioners.
- Received the GFOA Budget for the twelfth 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.

### Workload:



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



#### GENERAL ADMINISTRATION - CLERK'S ACCOUNTING

Appropriation Unit	FY 2013 Actual	FY 2014 Budget	FY 2014 Actual	FY 2015 Current	FY 2015 Expanded	FY 2015 Proposed	Increase/ (Decrease)	Percent Change
<b>General Fund 011</b>								
Personnel Services	\$ 117,186	118,200	117,993	190,700	-	190,700	72,500	61.34%
Operating Expenses	10,541	15,000	11,853	14,000	-	14,000	(1,000)	(6.67%)
Capital Expenses	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>127,727</b>	<b>133,200</b>	<b>129,846</b>	<b>204,700</b>	<b>-</b>	<b>204,700</b>	<b>71,500</b>	<b>53.68%</b>
Permanent Positions	1.61	1.61	1.61	1.98	-	1.98	0.37	22.98%
<b>Court Services Fund 013</b>								
Personnel Services	233,050	302,100	234,734	206,300	-	206,300	(95,800)	(31.71%)
Operating Expenses	5,615	12,300	8,053	6,500	-	6,500	(5,800)	(47.15%)
Capital Expenses	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>238,665</b>	<b>314,400</b>	<b>242,787</b>	<b>212,800</b>	<b>-</b>	<b>212,800</b>	<b>(101,600)</b>	<b>(32.32%)</b>
Permanent Positions	3.39	3.39	3.39	2.02	-	2.02	(1.37)	(40.41%)
<b>Total All Funding Sources</b>								
Personnel Services	350,236	420,300	352,727	397,000	-	397,000	(23,300)	(5.54%)
Operating Expenses	16,156	27,300	19,906	20,500	-	20,500	(6,800)	(24.91%)
Capital Expenses	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 366,392</b>	<b>447,600</b>	<b>372,634</b>			<b>417,500</b>	<b>(30,100)</b>	<b>(6.72%)</b>
Permanent Positions	5.00	5.00	5.00	4.00	-	4.00	(1)	(20.00%)

**Budget Highlights:**

## Actual FY 2014:

- Total expenditures for the FY 2014 are \$74,967 or 16.75 percent less than budgeted due to savings in personal services for declined health insurance coverage for an employee and the shift in allocations of part-time employees (resulting in a net loss of one FTE from the prior budget).

## Current FY 2015:

- The FY 2015 budget represents a decrease of \$30,100 or 6.72 percent when compared to the FY 2014 budget. This decrease is due to the allocations rate changes of partially allocated employees from the prior budget cycle. The allocations are based on the amount of time spent processing activities for the accounting department.

## Expanded FY 2015:

- There are no expanded positions or programs included in the FY 2015 budget.

**Key Objectives for 2015:**

- 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 internal departments, 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.

**Major Goals Fiscal Year 2015:**

- 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.
- Complete transfer of child support processing to the State of Florida.
- Assist, test and implement the credit card payment system for criminal cases.
- 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 past litigation, the Clerk was precluded from auditing Board departments beyond a pre-disbursement review from 2005 through 2010. In November 2010, the pending litigation was finalized, in favor of the Clerk’s ability to audit. The original FY 2011 funding did not include funding for the Internal Audit Department; this was added in the second quarter of FY 2011. Actual activity for FY 2012, FY 2013, FY 2014 and activity forecast for FY 2015 includes full year funding for the department.

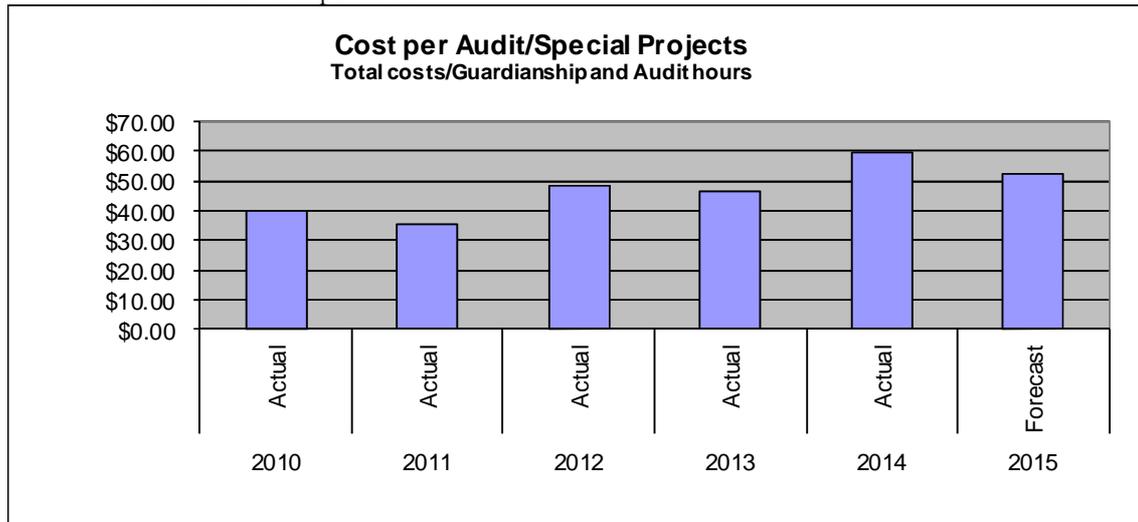
### Major Accomplishments Fiscal Year 2014:

- Increased the completion of audit reports, guardianship audits and special projects by over 50 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.

### Workload:

	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Forecast</u>
Number of audits/special projects	10	21	51	50	37	60
Number audit/special project hours	1,600	5997	7614	7967	8387	12014
Number of Guardianship Audits	795	786	731	780	720	720

### Performance: Reduce cost per audit.



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

**GENERAL ADMINISTRATION - INTERNAL AUDIT**

Appropriation Unit	FY 2013 Actual	FY 2014 Budget	FY 2014 Actual	FY 2015 Current	FY 2015 Expanded	FY 2015 Proposed	Increase/ (Decrease)	Percent Change
<b>General Fund 011</b>								
Personnel Services	\$ 303,398	461,500	425,108	542,300	-	542,300	80,800	17.51%
Operating Expenses	10,251	22,800	21,022	19,300	-	19,300	(3,500)	(15.35%)
Capital Expenses	-	-	-	-	-	-	-	0.00%
Total Appropriations	\$ 313,649	484,300	446,129	561,600	-	561,600	77,300	15.96%
Permanent Positions	4.00	4.00	4.00	6.00	-	6.00	2.00	50.00%
<b>Court Services Fund 013</b>								
Personnel Services	93,623	104,700	95,182	101,700	-	101,700	(3,000)	(2.87%)
Operating Expenses	1	500	0	-	-	-	(500)	(100.00%)
Capital Expenses	-	-	-	-	-	-	-	0.00%
Total Appropriations	93,624	105,200	95,182	101,700	-	101,700	(3,500)	(3.33%)
Permanent Positions	1.00	1.00	1.00	1.00	-	1.00	-	0.00%
<b>Total All Funding Sources</b>								
Personnel Services	397,021	566,200	520,289	644,000	-	644,000	77,800	13.74%
Operating Expenses	10,251	23,300	21,022	19,300	-	19,300	(4,000)	(17.17%)
Capital Expenses	-	-	-	-	-	-	-	0.00%
Total Appropriations	\$ 407,273	589,500	541,311	663,300	-	663,300	73,800	12.52%
Permanent Positions	5.00	5.00	5.00	7.00	-	7.00	2	40.00%

**Budget Highlights:**

Actual FY 2014:

- The expenditures for FY 2014 are \$48,189 or 8.17 percent less than the budget. This variance is attributed to partial year vacancy during the year in the manager position.

Proposed FY 2015:

- The FY 2015 budget reflects an increase of approximately \$73,800 or 12.52 percent, when compared to the previous fiscal cycle due to the expected addition of two auditors and the increase in health and retirement rates.

Expanded FY 2015:

- There are no expanded positions and services planned for FY 2015 budget.

**Key Objectives for 2015:**

- Provide auditing services for the Board of County Commissioners 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.

**Major Goals Fiscal Year 2015:**

- 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.

### Major Accomplishments Fiscal Year 2014:

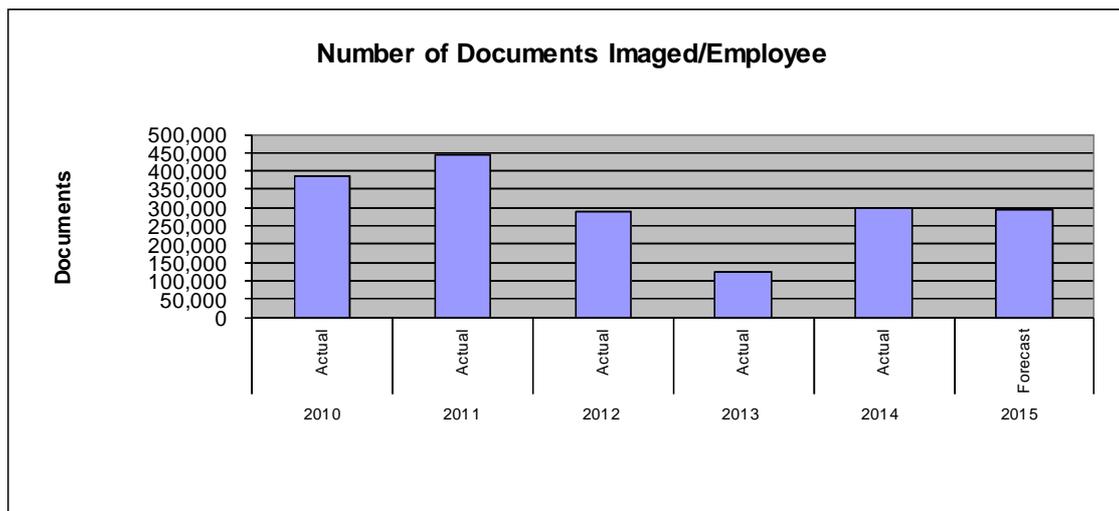
- Maintained highly efficient records retrieval, deliveries, microfilming services with 50% less staff.

### Workload:

	2010	2011	2012	2013	2014	2015
	<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*	2225*	2225*
Documents microfilmed	2,711,443	1,777,156	1,157,701	502,221	598,661	590,000

\*Maximum capacity

### Efficiency:



**GENERAL ADMINISTRATION – RECORDS MANAGEMENT**

<b>Appropriation Unit</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Budget</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Current</b>	<b>FY 2015 Expanded</b>	<b>FY 2015 Proposed</b>	<b>Increase/ (Decrease)</b>	<b>Percent Change</b>
<b>General Fund 011</b>								
Personnel Services	\$ 36,398	36,200	35,634	55,000	-	55,000	18,800	51.93%
Operating Expenses	33,741	50,300	47,395	44,800	-	44,800	(5,500)	(10.93%)
Capital Expenses	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>70,139</b>	<b>86,500</b>	<b>83,029</b>	<b>99,800</b>	<b>-</b>	<b>99,800</b>	<b>13,300</b>	<b>15.38%</b>
Permanent Positions	1.28	1.28	0.67	0.99	-	0.99	0.32	(22.66%)
<b>Court Services Fund 013</b>								
Personnel Services	67,923	188,000	70,914	58,100	-	58,100	(129,900)	(69.10%)
Operating Expenses	8,325	16,200	7,098	14,600	-	14,600	(1,600)	(9.88%)
Capital Expenses	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>76,248</b>	<b>204,200</b>	<b>78,012</b>	<b>72,700</b>	<b>-</b>	<b>72,700</b>	<b>(131,500)</b>	<b>(64.40%)</b>
Permanent Positions	2.72	2.72	1.33	1.01	-	1.01	(0.32)	(62.87%)
<b>Total All Funding Sources</b>								
Personnel Services	104,321	224,200	106,548	113,100	-	113,100	(111,100)	(49.55%)
Operating Expenses	42,066	66,500	54,493	59,400	-	59,400	(7,100)	(10.68%)
Capital Expenses	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 146,387</b>	<b>290,700</b>	<b>161,042</b>	<b>172,500</b>	<b>-</b>	<b>172,500</b>	<b>(118,200)</b>	<b>(40.66%)</b>
Permanent Positions	4.00	4.00	2.00	2.00	-	2.00	-	(50.00%)

**Budget Highlights:**

Actual FY 2014:

- Total expenditures are \$129,658 or 44.60 percent below the FY 2014 budget due to a decrease in personal services and operating costs. This reduction is due to partial year vacancies and reduced staff in the department as a result of electronic case filings and electronic document recording.

Current FY 2015:

- The cost for current services decreased by \$118,200 or 40.66 percent when compared to FY 2014 budget. This decrease is reflection of the reduced staffing expected within the department during the fiscal cycle and the increasing transition to electronic record keeping.

Expanded FY 2015:

- There are no expanded positions included in the FY 2015 budget.

**Key Objectives for 2015:**

- Continue to microfilm records and other permanent records for long-term archival storage and compliance requirements, reducing volumes of paper files and maximize limited storage space. Court file storage needs are decreasing as the electronic filing of cases has been implemented.
- Maintain accurate inventory lists of archived records.
- Remove expunged/sealed records on microfilm.
- Fulfill request to retrieve and deliver stored records to various clerk departments in a timely manner. Re-file returned records.
- 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.
- Perform routine maintenance on microfilm equipment.
- Assist staff as needed for moving moderately heavy boxes and equipment.

**Major Goals Fiscal Year 2015:**

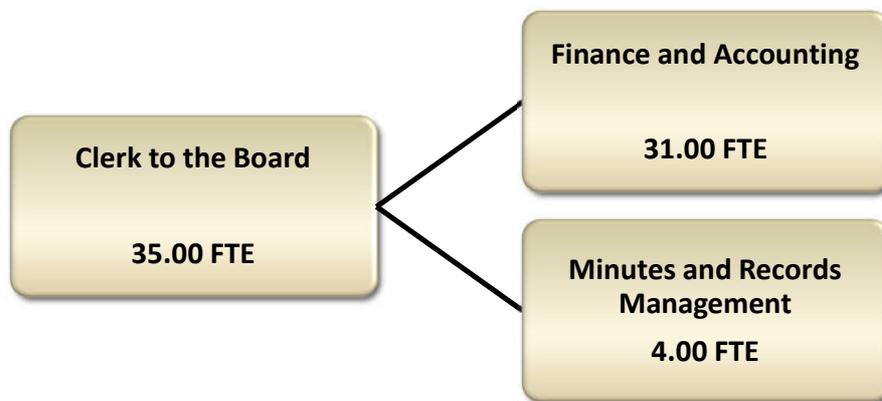
- Improve technology and enhance records distribution through use of electronic images versus paper or microfilm.
- Enhance document retrieval through automation.
- Sustain a highly organized, efficient storage/retrieval and microfilm processing division for the finance, historical, court and official 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 established by the legislature.



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**CLERK TO THE BOARD**

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## 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).

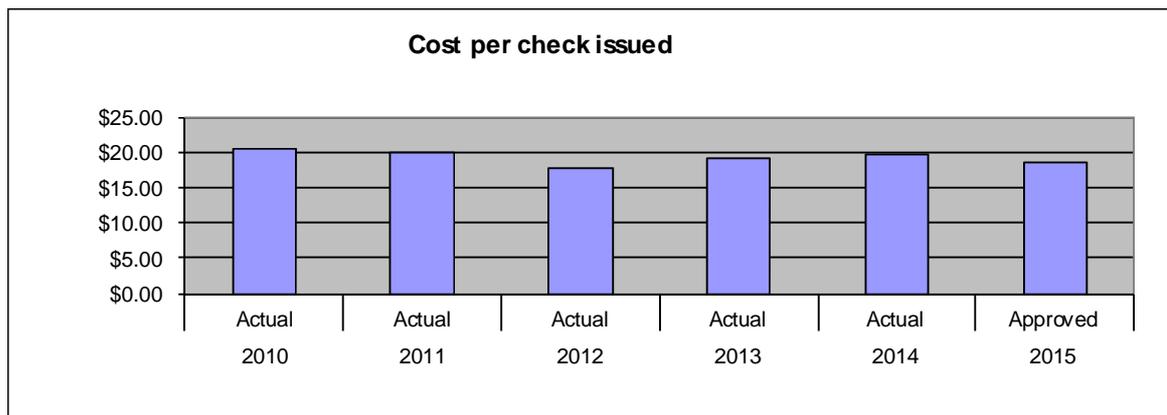
### Major Accomplishments Fiscal Year 2014:

- Submitted the Collier County Board of County Commissioners Comprehensive Annual Financial Report for the “Certificate of Excellence in Financial Reporting” for FY 2013.
- Received CAFR Certificate of Excellence in reporting for twenty two consecutive years.
- Continued timely processing of invoices and payroll.
- Restructured the Accounts Payable staff to provide continuity of services to all departments.
- Fully integrated the scanned electronic images for accounts payable processing.
- Reduced overall debt service with the following refinancing activities; Refunded a portion of the 2006 County Water and Sewer Revenue Bonds; Refunded substantially all of the Series 2005 Gas Tax Revenue Bonds.

### Workload:

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Forecast
Vendor invoices processed	88,887	91,336	78,827	87,217	87,165	88,000
Payroll checks/wires	47,394	48,629	51,231	44,343	47,200	51,000
Total	136,281	139,965	130,058	131,560	134,365	139,000

### Efficiency:



**CLERK TO THE BOARD - FINANCE AND ACCOUNTING**

Appropriation Unit	FY 2013 Actual	FY 2014 Budget	FY 2014 Actual	FY 2015 Current	FY 2015 Expanded	FY 2015 Proposed	Increase/ (Decrease)	Percent Change
Personnel Services	\$ 2,407,890	2,498,600	2,496,293	2,670,100	-	2,670,100	171,500	6.86%
Operating Expenses	116,951	143,400	94,338	128,100	-	128,100	(15,300)	(10.67%)
Capital Expenses	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 2,524,840</b>	<b>2,642,000</b>	<b>2,590,631</b>	<b>2,798,200</b>	<b>-</b>	<b>2,798,200</b>	<b>156,200</b>	<b>5.91%</b>
Permanent Positions	34.00	31.00	31.00	31.00	-	31.00	-	0.00%

**Budget Highlights:**

Actual FY 2014:

- Expenditures are \$51,369 or approximately 1.94 percent less than appropriated due to partial year vacancies and transfers.

Current FY 2015:

- The FY 2015 budget reflects an increase of \$156,200 or 5.91 percent. The majority of this increase is personnel expenses related to salary adjustments (to remain competitive locally) and transfers into the department.

Expanded FY 2015:

- There are no expanded positions included in the FY 2015 budget.

**Key Objectives for 2015:**

- 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 as required.
- 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.
- Continue development of staff through cross-training and educational conferences.

**Major Goals Fiscal Year 2015:**

- Receive CAFR Certificate of Excellence in reporting for FY 2014.
- Prepare Board of County Commissioners and SOE financial statements for FY 2014.
- 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 optical character recognition 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. This department is also the repository for the official minutes and records of the Board of County Commissioners and their committees.

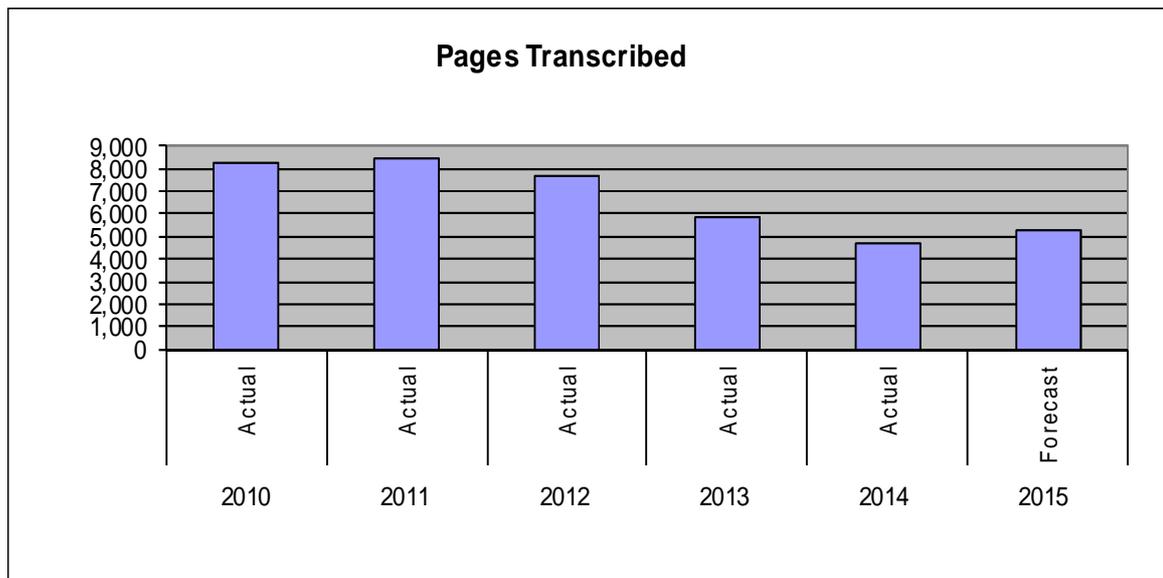
**Major Accomplishments Fiscal Year 2014:**

- Automated Value Adjustment Board reducing staff time spent on the Value Adjustment Board petitions.
- Value Adjustment Board 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.

**Workload:**

	2010	2011	2012	2013	2014	2015
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Forecast</u>
Board/Committee Meetings	78	78	37	54	55	56
Number of Pages Transcribed	8,223	8,419	7,700	5,885	4,655	5,300

**Efficiency:**



**CLERK TO THE BOARD - BOARD MINUTES AND RECORDS**

Appropriation Unit	FY 2013 Actual	FY 2014 Budget	FY 2014 Actual	FY 2015 Current	FY 2015 Expanded	FY 2015 Proposed	Increase/ (Decrease)	Percent Change
Personnel Services	\$ 281,695	272,900	272,580	277,800	-	277,800	4,900	1.80%
Operating Expenses	97,186	97,700	70,732	133,000	-	133,000	35,300	36.13%
Capital Expenses	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 378,882</b>	<b>370,600</b>	<b>343,312</b>	<b>410,800</b>	<b>-</b>	<b>410,800</b>	<b>40,200</b>	<b>10.85%</b>
Permanent Positions	4.00	4.00	4.00	4.00	-	4.00	-	0.00%

**Budget Highlights:**

Actual FY 2014:

- Total expenditures for FY 2014 are \$27,288 less than the FY 2014 budget due to reduced operating expenditures related to the reduced number of required verbatim minutes from a reduced number of county meetings.

Current FY 2015:

- The FY 2015 budget reflects an increase of approximately \$40,200 or 10.85 percent, when compared to the prior year budget due to an expected increase in transcription fees for county meeting minutes.

Expanded FY 2015:

- There are no expanded positions included in the FY 2015 budget.

**Key Objectives for 2015:**

- Assist customers in researching Board documents.
- Review of departmental policies and procedures.
- Prepare statistical reports for submittal to the Department of Revenue for the Value Adjustment Board (VAB).
- Update Lobbyist registration process.
- Develop a closer working relationship with other governmental agencies in sharing knowledge and information.
- Create, process and maintain the electronic database of minutes and documents for both Board of County Commission and the Value Adjustment Board's official records.

**Major Goals Fiscal Year 2015:**

- Complete upgrade of Value Adjustment Board software to meet new Department of Revenue requirements.
- Increase efficiency in customer abilities in processing appeals and payments within automated VAB software.
- Meet all state requirements in document processing and submittals more efficiently.
- Ensure a business friendly environment by promoting transparency of records and initiatives that enable long-term customer satisfaction.
- Begin inquiries into credit card processing for Value Adjustment Board processing.

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**CLERK OF THE CIRCUIT COURT**

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**Clerk of the Circuit Court**

**49.23 FTE**

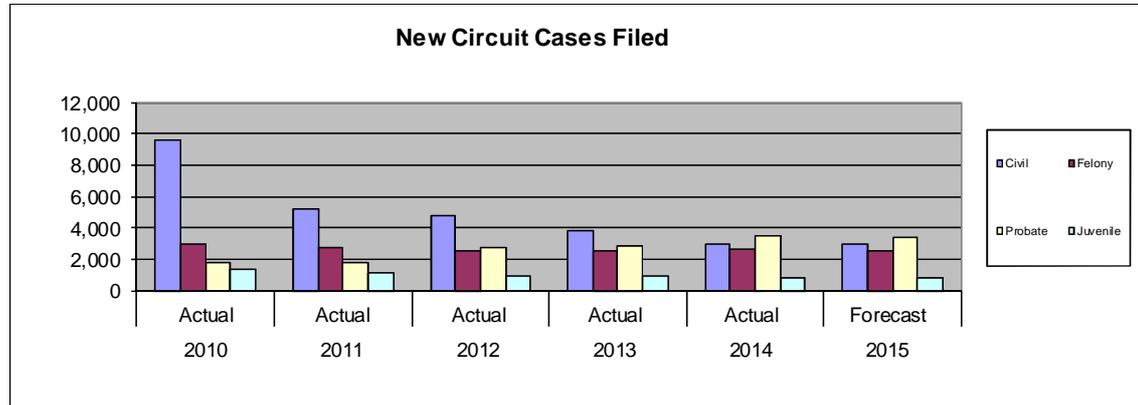
## CLERK OF THE CIRCUIT COURT – CIRCUIT OPERATIONS

The Clerk as Clerk of the Circuit Court 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.

### Major Accomplishments Fiscal Year 2014:

- Complete final software conversion of 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.
- Timely conversion to electronic filing per State mandate for Civil and Criminal departments.
- Corrected and streamlined many issues in timing and data flow from the state filing system.
- Consistently met state standards as required in Article V.

**Caseload:** Number of new cases in the circuit court.



**Efficiency:** Number of new cases and case docket entries completed within State standards.

	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		10/01/13-12/31/13	01/01/14-03/31/14	04/01/14-06/30/14	07/01/14-09/30/14	10/01/13-09/30/14
<b>Circuit</b>							
Criminal ( <i>defendants</i> )	80%	2 bus. days	99.0%	99.2%	99.2%	99.3%	99.2%
Juvenile Delinquency ( <i>juveniles</i> )	80%	2 bus. days	100.0%	99.1%	98.5%	97.4%	98.8%
Civil ( <i>cases</i> )	80%	2 bus. days	89.5%	97.5%	96.7%	96.6%	95.1%
Circuit Probate ( <i>cases</i> )	80%	2 bus. days	99.6%	99.9%	100.0%	99.8%	99.8%
Family ( <i>cases</i> )	80%	3 bus. days	98.7%	99.7%	99.4%	99.3%	99.3%
Juvenile Dependency ( <i>cases</i> )	80%	2 bus. days	98.5%	98.9%	97.7%	100.0%	98.8%
	ANNUAL Projected % of docket entries entered within X business days after clock in/action taken date		10/01/13-12/31/13	01/01/14-03/31/14	04/01/14-06/30/14	07/01/14-09/30/14	10/01/13-09/30/14
<b>Circuit</b>							
Criminal ( <i>defendants</i> )	80%	3 bus. days	98.4%	99.0%	98.7%	99.6%	98.9%
Juvenile Delinquency ( <i>juveniles</i> )	80%	3 bus. days	99.9%	99.7%	99.8%	99.8%	99.8%
Civil ( <i>cases</i> )	80%	3 bus. days	98.8%	99.0%	99.4%	99.2%	99.1%
Circuit Probate ( <i>cases</i> )	80%	3 bus. days	97.3%	97.0%	97.1%	98.8%	97.6%
Family ( <i>cases</i> )	80%	3 bus. days	99.1%	99.6%	99.4%	99.4%	99.4%
Juvenile Dependency ( <i>cases</i> )	80%	3 bus. days	99.7%	99.9%	98.7%	99.5%	99.5%

**CLERK OF THE CIRCUIT COURT – CIRCUIT OPERATIONS**

Appropriation Unit	FY 2013 Actual	FY 2014 Budget	FY 2014 Actual	FY 2015 Current	FY 2015 Expanded	FY 2015 Proposed	Increase/ (Decrease)	Percent Change
Personnel Services	\$ 3,153,820	3,390,600	2,908,528	3,449,900	-	3,449,900	59,300	1.75%
Operating Expenses	316,935	450,542	239,451	383,800	-	383,800	(66,742)	(14.81%)
Capital Expenses	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 3,470,755</b>	<b>3,841,142</b>	<b>3,147,979</b>	<b>3,833,700</b>	<b>-</b>	<b>3,833,700</b>	<b>(7,442)</b>	<b>(0.19%)</b>
Permanent Positions	56.16	56.16	59.16	49.23	-	49.23	(9.93)	(12.34%)

**BUDGET HIGHLIGHTS:**

Actual FY 2014:

- Total expenditures are \$693,163 or 18.05 percent less than the adopted budget. The differences are largely within the personal (due to a re-allocation of personnel and the reduction of 10 FTEs) and operating expenses (lower postage and printing costs as a result of the switch to electronic filing of court cases).

Current FY 2015:

- The FY 2015 budget reflects a decrease of \$7,442 or 0.19 percent, when compared to the prior years adopted budget. This decrease is a reflection of increased insurance costs offset by reduced operating costs with the switch electronic case filing during the fiscal cycle.

Expanded FY 2015:

- There are no expanded positions included in the FY 2015 budget.

**Key Objectives for 2015:**

- 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.

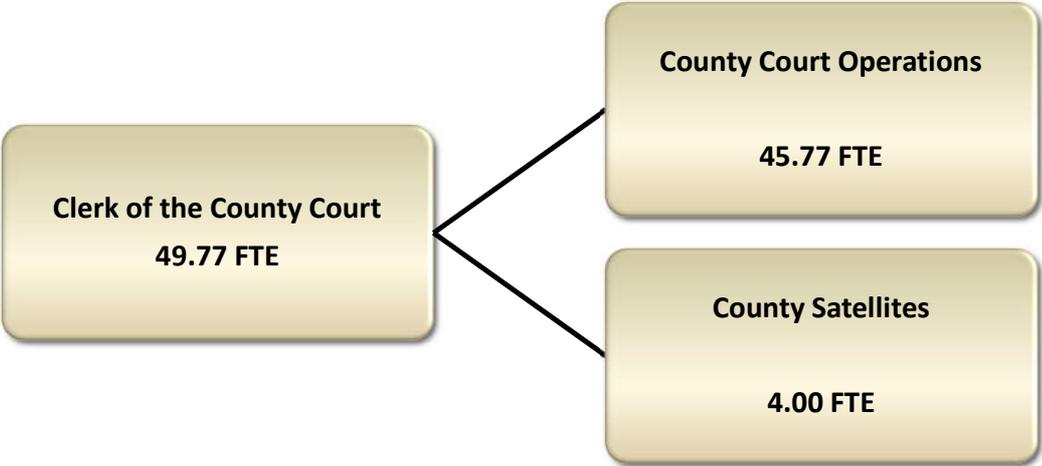
**Major Goals Fiscal Year 2015:**

- Complete the conversion to the new court system for the only remaining departments (Probation and Child Support – both expected in early FY 2015).
- 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.

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**CLERK OF THE COUNTY COURT**

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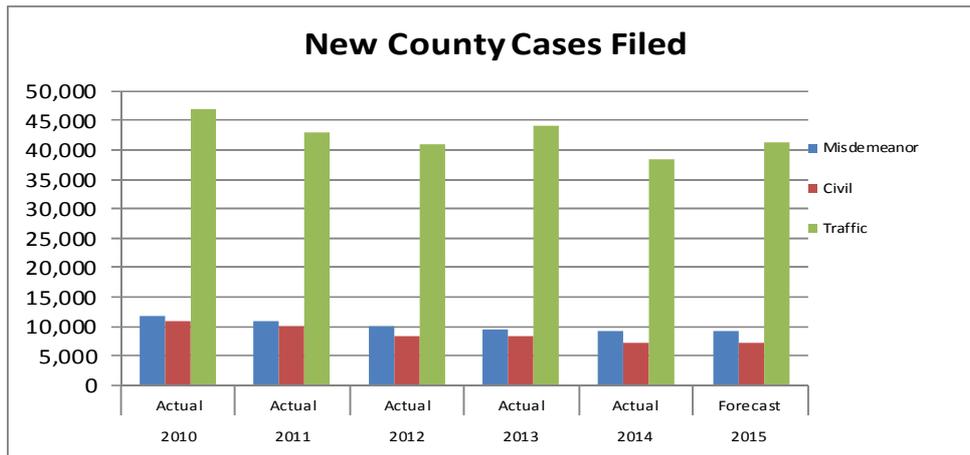
## CLERK OF THE COUNTY COURT – COUNTY COURT OPERATIONS

The Clerk, as Clerk of 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.

### Major Accomplishments Fiscal Year 2014:

- Complied with TCATS, the state mandated electronic transfer of traffic dispositions and driver license suspensions.
- Continued the cross-training of employees and the creation of a “one-stop” customer service area.
- Met all eight performance measures on timeliness each quarter (see chart previous page).
- Met all collection measures each quarter (see chart page 94).
- Timely conversion to electronic filing per State mandate for Civil and Criminal departments.

**Caseload:** Number of new cases in the county courts.



**Efficiency:** Number of new cases and case docket entries completed within State standards.

	State Standards		Quarterly Reporting				Annual
	ANNUAL Projected % of new cases OPENED within X business days after initial documents are clocked in		1 10/01/13-12/31/13	2 01/01/14-03/31/14	3 04/01/14-06/30/14	4 07/01/14-09/30/14	10/01/13-09/30/14
<b>County</b>							
Criminal (defendants)	80%	3 bus. days	98.3%	98.0%	96.8%	95.7%	97.2%
Criminal Traffic (UTC)	80%	2 bus. days	95.8%	94.4%	93.9%	95.8%	95.0%
Civil (cases)	80%	2 bus. days	94.9%	98.4%	97.9%	98.1%	97.3%
Civil Traffic (UTC)	80%	4 bus. days	99.9%	99.3%	99.4%	100.0%	99.7%
	ANNUAL Projected % of docket entries entered within X business days after clock in/action taken date		1 10/01/13-12/31/13	2 01/01/14-03/31/14	3 04/01/14-06/30/14	4 07/01/14-09/30/14	10/01/13-09/30/14
<b>County</b>							
Criminal (defendants)	80%	3 bus. days	98.9%	98.4%	98.4%	92.0%	96.9%
Criminal Traffic (UTC)	80%	3 bus. days	98.3%	98.2%	98.1%	99.4%	98.5%
Civil (cases)	80%	3 bus. days	99.5%	99.5%	99.5%	99.5%	99.5%
Civil Traffic (UTC)	80%	4 bus. days	99.5%	99.4%	99.5%	99.7%	99.5%

**CLERK OF THE COUNTY COURT – COUNTY COURT OPERATIONS**

Appropriation Unit	FY 2013	FY 2014	FY 2014	FY 2015	FY 2015	FY 2015	Increase/ (Decrease)	Percent Change
	Actual	Budget	Actual	Current	Expanded	Proposed		
Personnel Services	\$ 2,716,468	2,858,743	2,561,426	2,753,100	-	2,753,100	(105,643)	(3.70%)
Operating Expenses	156,808	238,300	97,188	199,300	-	199,300	(39,000)	(16.37%)
Capital Expenses	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 2,873,276</b>	<b>3,097,043</b>	<b>2,658,614</b>	<b>2,952,400</b>	<b>-</b>	<b>2,952,400</b>	<b>(144,643)</b>	<b>(4.67%)</b>
Permanent Positions	46.84	46.84	50.84	49.77	-	49.77	(1.07)	6.26%

**Budget Highlights:**

Actual FY 2014:

- Total expenditures are \$438,429 or 14.16 percent less than the adopted budget. This decrease is attributable to positions that were partially vacant within the year from retirements and departmental re-organization in the court areas.

Current FY 2015:

- The cost for current services decreased by \$144,643 or 4.67 percent when compared to the prior budget year, anticipating further reductions in personnel due to the increased number of electronic case filings.

Expanded FY 2015:

- There are no expanded positions included in the FY 2015 budget.

**Key Objectives for 2015:**

- 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.

**Major Goals Fiscal Year 2015:**

- Continue to upgrade court computer system.
- Complete software conversion to new court records information system.
- Meet state timeliness and docketing requirements for opening cases after initial documents are clocked into the system.
- Continue conversion to electronic filing of cases including scanning of older documents into active cases.
- Continue cross-training for employees as new departments are added to the new court system.

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## CLERK OF THE COUNTY COURT – COUNTY SATELLITE OFFICES

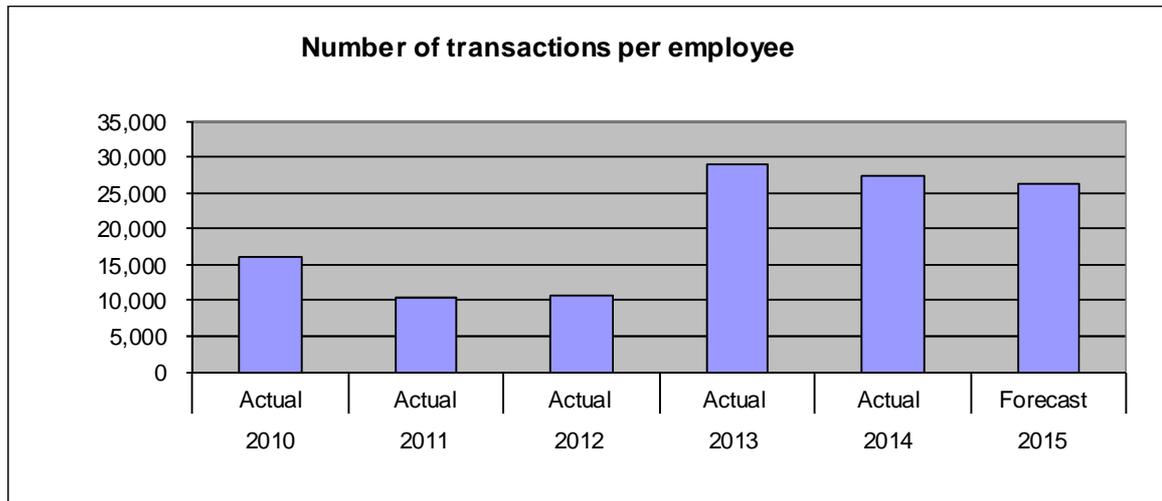
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Collier County is the largest county in Florida at 2025 square miles. The Satellite offices provide the citizens of Collier County an alternative to traveling to the Courthouse. The Clerk of Courts has four satellite offices operating throughout Collier County and provides a multitude of services including marriage licenses, passports and payments for support and traffic.

### Major Accomplishments Fiscal Year 2014:

- Crossed trained clerks and cashiers on court information system for Traffic.
- Enhanced training on all Courts/Finance related systems.
- Successfully completed all Federal compliance reviews at each satellite location for passport procedures.

### Efficiency:



Note: With the previous 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 started to increase after the recovery from the 2009 recession.

**CLERK OF THE COUNTY COURT – COUNTY SATELLITE OFFICES**

<b>Appropriation Unit</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Budget</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Current</b>	<b>FY 2015 Expanded</b>	<b>FY 2015 Proposed</b>	<b>Increase/ (Decrease)</b>	<b>Percent Change</b>
Personnel Services	\$ 243,555	256,000	228,875	255,200	-	255,200	(800)	(0.31%)
Operating Expenses	22,732	35,100	26,820	39,800	-	39,800	4,700	13.39%
Capital Expenses	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 266,287</b>	<b>291,100</b>	<b>255,695</b>	<b>295,000</b>	<b>-</b>	<b>295,000</b>	<b>3,900</b>	<b>1.34%</b>
Permanent Positions	4.00	4.00	4.00	4.00	-	4.00	-	0.00%

**Budget Highlights:**

Actual FY 2014:

- Total expenditures are \$35,405 or 12.16 percent less than the FY 2014 budget. This is due to a budgeted position as a replacement for a retiree that was not filled.

Current FY 2015:

- The cost for current services decreased by \$3,900 or 1.34 percent when compared to the prior budget due to the increased postage expenses related to passport processing.

Expanded FY 2015:

- There are no expanded positions included in the FY 2015 budget.

**Key Objectives for 2015:**

- Providing excellent customer service throughout the County to best serve citizens.
- Successful conversion of court information management system including cross training of employees on new systems.

**Major Goals Fiscal Year 2015:**

- Conversion of all court related systems to new technology.
- Cross-training for courthouse cashiers and satellite staff with all cashier functions and accounting systems.
- Removal of the oldest cashiering system upon conversion of the last court areas into the case management system.
- Maintain adequate customer service in current 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.

### Major Accomplishments Fiscal Year 2014:

- Met all of the state standard collections requirements for the quarterly control groups ending with the September, 2014 collection period except circuit criminal due to incarceration of individuals.
- Converted all records for referral to external collection agencies after 90 days.
- Maintained agreements with the collection agencies to cap their surcharge rates well below the 40% allowed by Florida Statute (currently the percentage being charged was negotiated to allow only a 32% surcharge).

### PERFORMANCE MEASURES:

Court Type	Amount Assessed	Amount Collected	Percentage collected for reporting control groups through 09/30/14	FLCCOC Statewide Annual Standard Criteria
Circuit Criminal	\$ 3,366,392	\$ 336,497	10.00%	9%
County Criminal	\$ 1,114,954	\$ 632,699	56.75%	40%
Juvenile Delinquency	\$ 56,104	\$ 16,024	28.56%	9%
Traffic Criminal	\$ 2,281,353	\$ 1,730,576	75.86%	40%
Circuit Civil	\$ 10,534,438	\$ 10,399,772	98.72%	90%
County civil	\$ 1,279,549	\$ 1,262,529	98.67%	90%
Traffic Civil	\$ 8,728,482	\$ 8,072,538	92.49%	90%
Circuit Probate	\$ 595,356	\$ 590,436	99.17%	90%
Family	\$ 705,802	\$ 648,375	91.86%	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 informational 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.

### **Key Objectives for 2015:**

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

### **Major Goals Fiscal Year 2015:**

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

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**RECORDING**

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**Recording**

**17.00 FTE**

## RECORDING

The Recording Department records all deeds, leases, mortgages and other instruments required or authorized by law to be recorded, processes passport applications, issues marriage licenses and conduct Tax Deed sales. The Recording Department is the official record keeper for all property activity of Collier County for the State of Florida.

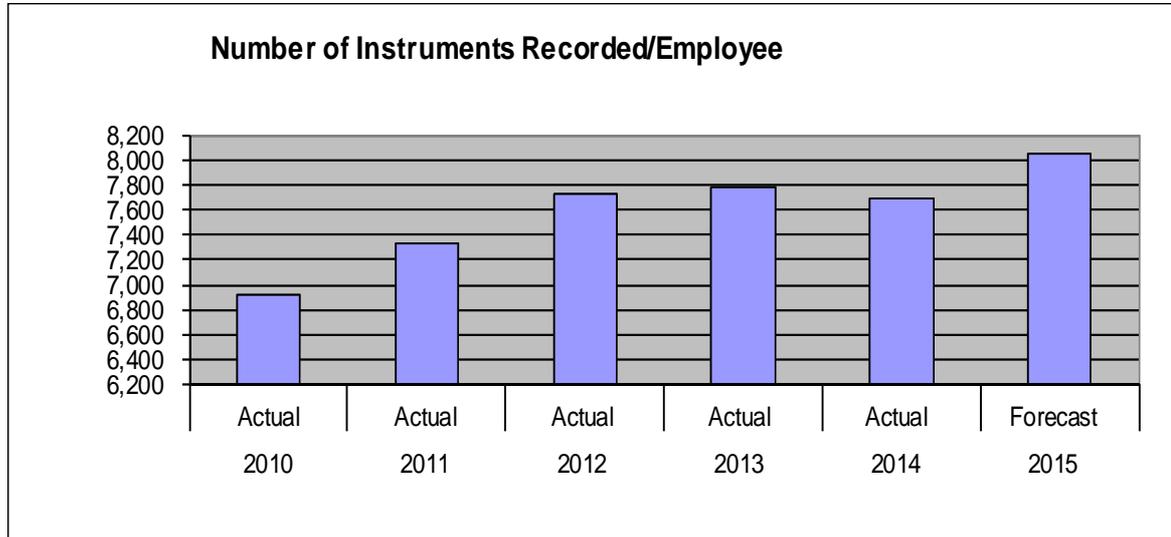
### Major Accomplishments Fiscal Year 2014:

- Completed the COR (Court & Official Record) software development for recording, cashiering and implementing COR document type conversion to align with FACC's best practices for indexing.
- Maintained a low turnover rate in the department.
- Completed upgrade of recording software to prepare for eRecording.

### Workload:

	2010 <u>Actual</u>	2011 <u>Actual</u>	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Forecast</u>
Number of instruments recorded	131,395	131,993	139,073	140,222	138,602	137,000
Number of employees	19	18	18	18	18	17
Number of instruments recorded per employee	6,916	7,333	7,726	7,790	7,700	8,059

### Efficiency:



**RECORDING**

Appropriation Unit	FY 2013 Actual	FY 2014 Budget	FY 2014 Actual	FY 2015 Current	FY 2015 Expanded	FY 2015 Proposed	Increase/ (Decrease)	Percent Change
Personnel Services	\$ 1,169,229	1,179,500	1,139,122	1,181,000	-	1,181,000	1,500	0.13%
Operating Expenses	89,744	111,800	101,407	108,200	-	108,200	(3,600)	(3.22%)
Capital Expenses	-	-	-	-	-	-	-	0.00%
Total Appropriations	\$ 1,258,973	1,291,300	1,240,530	1,289,200	-	1,289,200	(2,100)	(0.16%)
Permanent Positions	18.00	18.00	18.00	17.00	-	17.00	(1)	(5.56%)

**Budget Highlights:**

Actual FY 2014:

- Total expenditures are \$50,770 or approximately 3.93 percent less than budget due to a reduction in one FTE and savings in printing and postage costs as a result of electronic recording.

Current FY 2015:

- The cost for current services decreased marginally by \$2,100, or .016 percent when compared to the prior year appropriation.

Expanded FY 2015:

- There are no expanded positions included in the FY 2015 budget.

**Key Objectives for 2015:**

- Efficiently maintain a cost effective, high level of customer service within the recording, official records, passport acceptance, marriage licenses and tax deed sales departments.
- Continue enhancement of the eRecording software 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 Official Records.
- Assist customers researching public records.
- 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.
- Promote public use of the Clerk’s on-line Business Portal for secure deposit account self-management and electronic submission of Official Records for recording.
- Convert 1923-1981 microfilm images to digital images, allowing all Collier County Official Records conveniently available to the public via the internet.

**Major Goals Fiscal Year 2015:**

- Electronic recording of Court document in-house from other Clerk’s departments began in spring of 2013. Our goal is to have all departments, state and local agencies on-line and performing electronic recording by the end of FY 2015.
- Continue to enhance the eRecording software to enable links with outside businesses that enable filings to be transmitted from their offices 24 hours a day.
- Develop Tax Deed software to streamline the processes for tax deed sales and accounting procedures.

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**MANAGEMENT INFORMATION SYSTEMS**

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**Management Information  
Systems**

**23.00 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. They provide a uniform and integrated solution to allow each of the entities to readily provide and receive information from each other.

### Major Accomplishments Fiscal Year 2014:

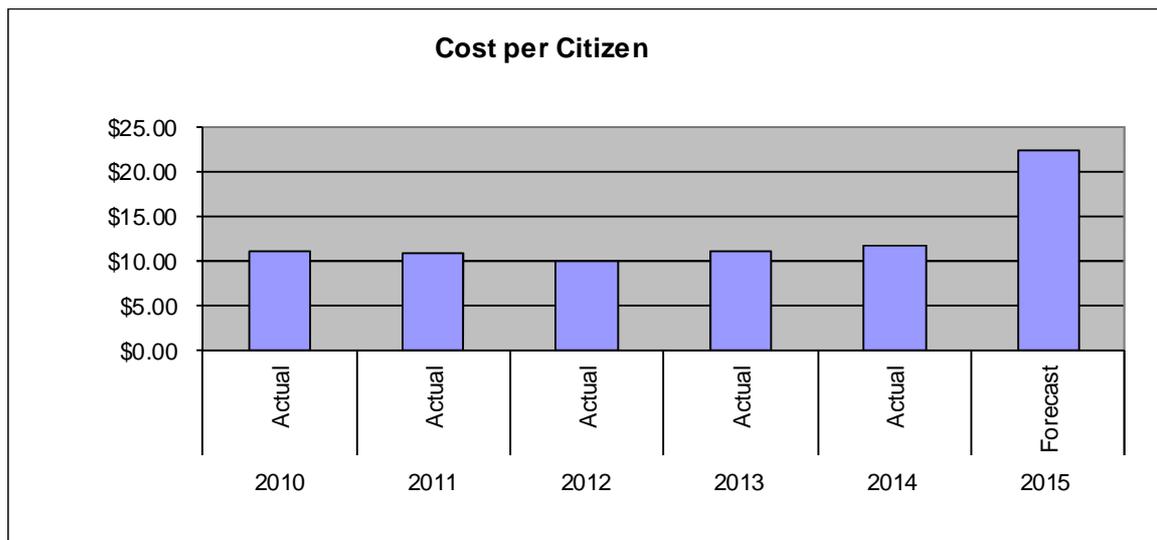
- Implemented new Clerk's Public Inquiry System for Criminal.
- Completed SAP, scheduled road-mapped changes, including Paymetrics and Project Systems.
- Completed the enhancements and updates to the Criminal, Civil and Traffic modules of the court information system.
- Implemented the Dolphin account payable software upgrade.
- Continued implementation of the optical character recognition enhancement for the Dolphin accounts payable software.

### Workload:

	2010	2011	2012	2013	2014	2015
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Forecast</u>
DEC Users*	600	600	600	61	30	-
Active Directory Accounts	300	300	300	443	410	430
Disk Space Used	15TB	15TB	18TB	23TB	34TB	44TB
Windows Servers	65	65	63	60	62	65
Software development hours	25,000	19,000	19,000	19,000	16,700	18,800
Personal Computers/Workstations	390	300	300	300	300	300

\*This equipment is being retired.

### Efficiency:



## MANAGEMENT INFORMATION SYSTEMS

Appropriation Unit	FY 2013 Actual	FY 2014 Budget	FY 2014 Actual	FY 2015 Current	FY 2015 Expanded	FY 2015 Proposed	Increase/ (Decrease)	Percent Change
<b>General Fund 011</b>								
Personnel Services	\$ 1,184,797	1,284,500	1,274,974	1,496,000	-	1,496,000	211,500	16.47%
Operating Expenses	1,288,453	1,055,500	959,953	596,600	-	596,600	(458,900)	(43.48%)
Capital Expenses	160,944	182,300	180,746	343,100	-	343,100	160,800	88.21%
Reserves	-	-	-	-	-	-	-	0.00%
Total Appropriations	2,634,193	2,522,300	2,415,673	2,435,700	-	2,435,700	(86,600)	(3.43%)
Permanent Positions	11.74	11.74	13.55	13.67	-	13.67	0.12	16.44%
<b>Court Technology Fund 177</b>								
Personnel Services	819,859	973,200	818,956	895,000	94,600	989,600	16,400	1.69%
Operating Expenses	39,934	1,083,400	395,143	120,400	-	120,400	(963,000)	(88.89%)
Capital Expenses	-	157,600	-	134,200	-	134,200	(23,400)	(14.85%)
Reserves	-	1,105,917	-	1,177,432	-	1,177,432	71,515	6.47%
Total Appropriations	859,792	3,320,117	1,214,099	2,327,032	94,600	2,421,632	(898,485)	(27.06%)
Permanent Positions	8.26	8.26	9.45	8.33	1.00	9.33	(0.12)	12.95%
<b>Public Records Modernization 197</b>								
Personnel Services	-	-	-	-	-	-	-	0.00%
Operating Expenses	-	379,300	-	391,900	-	391,900	12,600	3.32%
Capital Expenses	-	275,000	-	228,400	-	228,400	(46,600)	(16.95%)
Reserves	-	1,633,826	-	1,971,051	-	1,971,051	337,225	20.64%
Total Appropriations	-	2,288,126	-	2,591,351	-	2,591,351	303,225	13.25%
Permanent Positions	-	-	-	-	-	-	-	0.00%
<b>Total All Funding Sources</b>								
Personnel Services	2,004,656	2,257,700	2,093,930	2,391,000	94,600	2,485,600	227,900	10.09%
Operating Expenses	1,328,386	2,518,200	1,355,096	1,108,900	-	1,108,900	(1,409,300)	(55.96%)
Capital Expenses	160,944	614,900	180,746	705,700	-	705,700	90,800	14.77%
Reserves	-	2,739,743	-	3,148,483	-	3,148,483	408,740	14.92%
Total Appropriations	\$ 3,493,986	8,130,543	3,629,772	7,354,083	94,600	7,448,683	(681,860)	(8.39%)
Permanent Positions	20.00	20.00	23.00	22.00	1.00	23.00	-	15.00%

## BUDGET HIGHLIGHTS:

### Actual FY 2014:

- Total expenditures are \$1,761,028 or approximately 21.66 percent less than budgeted (excluding reserves). This is primarily due to reduced operating and capital expenditures via office automation and the aggressive replacement of aging equipment with newer more effective and less expensive replacements over the last four years. The MIS department is now partially funded by the Court Technology Fund 177 and the Public Records Modernization Fund 197 as set forth in *Florida Statutes*.

### Current FY 2015:

- The FY 2015 budget was decreased \$681,860 or 8.39 percent to as a result of the updates that have taken place in the last four budget years. Despite the overall reduction in budget the personnel costs are increasing as a result of the addition of one new employee in the MIS department.

### Expanded FY 2015:

- There is one expanded positions included in the FY 2015 budget.

**Key Objectives for 2015:**

- 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.

**Major Goals Fiscal Year 2015:**

- 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.
- Complete optical character recognition software upgrades.
- Convert backup from tape to disk images allowing more frequent backups and greater reliability of backups.

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**SPECIAL REVENUE FUNDS**

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## SPECIAL REVENUES – PUBLIC RECORDS MODERNIZATION

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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 is restricted by statute and cannot be used for salaries.

### **Major Accomplishments Fiscal Year 2014:**

- 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.

### **Key Objectives for 2015:**

- 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 Goals Fiscal Year 2015:**

- 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 FY 2015 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**

<b>Appropriation Unit</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Budget</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Current</b>	<b>FY 2015 Expanded</b>	<b>FY 2015 Proposed</b>	<b>Increase/ (Decrease)</b>	<b>Percent Change</b>
<i>Revenues</i>								
Recording Fee	\$ 291,837	275,000	252,579	250,000	-	250,000	(25,000)	(9.09%)
Interest	3,793	2,500	3,951	3,900	-	3,900	1,400	56.00%
Revenue Reserve	-	(13,900)	-	(12,700)	-	(12,700)	1,200	(8.63%)
<b>Total Revenues</b>	<b>295,630</b>	<b>263,600</b>	<b>256,529</b>	<b>241,200</b>	<b>-</b>	<b>241,200</b>	<b>(22,400)</b>	<b>(8.50%)</b>
Carry forward	-	2,024,526	-	2,350,151	-	2,350,151	325,625	16.08%
<b>Total</b>	<b>\$ 295,630</b>	<b>2,288,126</b>	<b>256,529</b>	<b>2,591,351</b>	<b>-</b>	<b>2,591,351</b>	<b>303,225</b>	<b>13.25%</b>
<i>Expenditures</i>								
Operating Expenses	\$ -	379,300	-	391,900	-	391,900	12,600	3.32%
Capital Expenses	-	275,000	-	228,400	-	228,400	(46,600)	(16.95%)
<b>Total Expenditures</b>	<b>-</b>	<b>654,300</b>	<b>-</b>	<b>620,300</b>	<b>-</b>	<b>620,300</b>	<b>(34,000)</b>	<b>(5.20%)</b>
Reserve for Contingency	-	1,633,826	-	1,971,051	-	1,971,051	337,225	20.64%
<b>Total</b>	<b>\$ -</b>	<b>2,288,126</b>	<b>-</b>	<b>2,591,351</b>	<b>-</b>	<b>2,591,351</b>	<b>303,225</b>	<b>13.25%</b>
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 2014 – 2015.

Note: Fund 197 current revenues are not sufficient to fund current operations. The fund balance is sufficient to fund costs in FY 2015, 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. The integrated nature of the software packages ensure streamlined processing but require increasing levels of maintenance and monitoring.

Failure to match the revenues to the increased expected expenditures will degrade services or eliminate the ability to continue some services. A decline in investment in automation and technology will significantly hinder the ability to keep pace with current processes.

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## SPECIAL REVENUES – COURTS INFORMATION TECHNOLOGY

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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. Fund 177 is similar to Fund 197 but does allow the payment of salaries in the fund. It is however restricted to court related expenditures only.

### **Major Accomplishments Fiscal Year 2014:**

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

### **Key Objectives for 2015:**

- 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 1<sup>st</sup> 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 Goals Fiscal Year 2015:**

- 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 FY 2015 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**

<b>Appropriation Unit</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Budget</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Current</b>	<b>FY 2015 Expanded</b>	<b>FY 2015 Proposed</b>	<b>Increase/ (Decrease)</b>	<b>Percent Change</b>
<i>Revenues</i>								
Recording Fee	\$ 1,642,759	1,150,000	1,141,510	1,115,000	-	1,115,000	(35,000)	(3.04%)
Interest	3,745	-	4,380	4,400	-	4,400	4,400	0.00%
Revenue Reserve	-	(57,500)	-	(56,000)	-	(56,000)	1,500	(2.61%)
<b>Total Revenues</b>	<b>1,646,505</b>	<b>1,092,500</b>	<b>1,145,890</b>	<b>1,063,400</b>	<b>-</b>	<b>1,063,400</b>	<b>(29,100)</b>	<b>(2.66%)</b>
Carry forward	-	2,227,617	-	2,387,432	-	2,387,432	159,815	7.17%
<b>Total</b>	<b>\$ 1,646,505</b>	<b>3,320,117</b>	<b>1,145,890</b>	<b>3,450,832</b>	<b>-</b>	<b>3,450,832</b>	<b>130,715</b>	<b>3.94%</b>
<i>Expenditures</i>								
Personnel Services	\$ 819,859	973,200	818,956	895,000	94,600	989,600	16,400	1.69%
Operating Expenses	39,934	1,083,400	395,143	1,099,600	-	1,099,600	16,200	1.50%
Capital Expenses	-	157,600	-	184,200	-	184,200	26,600	16.88%
<b>Total Expenditures</b>	<b>859,792</b>	<b>2,214,200</b>	<b>1,214,099</b>	<b>2,178,800</b>	<b>94,600</b>	<b>2,273,400</b>	<b>59,200</b>	<b>2.67%</b>
Reserve for Contingency	-	1,105,917	-	1,177,432	-	1,177,432	71,515	6.47%
<b>Total</b>	<b>\$ 859,792</b>	<b>3,320,117</b>	<b>1,214,099</b>	<b>3,356,232</b>	<b>94,600</b>	<b>3,450,832</b>	<b>130,715</b>	<b>3.94%</b>
Permanent Positions	8.26	8.26	9.45	8.33	1.00	9.33	(0.12)	(1.29%)

Carry forward or “Fund Balance” is expected to offset costs of the Court Record Information System over the next 2-3 years. The permanent positions for the personal services in this fund are reported in the Management Information Systems department.

Note: Fund 177 current revenues are not sufficient to fund current operations. The fund balance is sufficient to fund costs in FY2015, 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. FY 2015 reflects a 2.67% increase in costs due to slight increased capital expenses. Reserves continue to be depleted for ongoing costs of the MIS department.

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**GLOSSARY**

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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 of the Circuit Court and Comptroller.

**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 the Circuit Court and Comptroller 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 the Circuit Court and Comptroller.

**CAFR (Comprehensive Annual Financial Report)** – A report on the financial condition of Collier County at the end of the fiscal year.

**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.

**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 including: 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 *Florida Statute 28.24*.

**Fund 197** – Public Records Modernization Fund established by *Florida 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 the Circuit Court and Comptroller.

**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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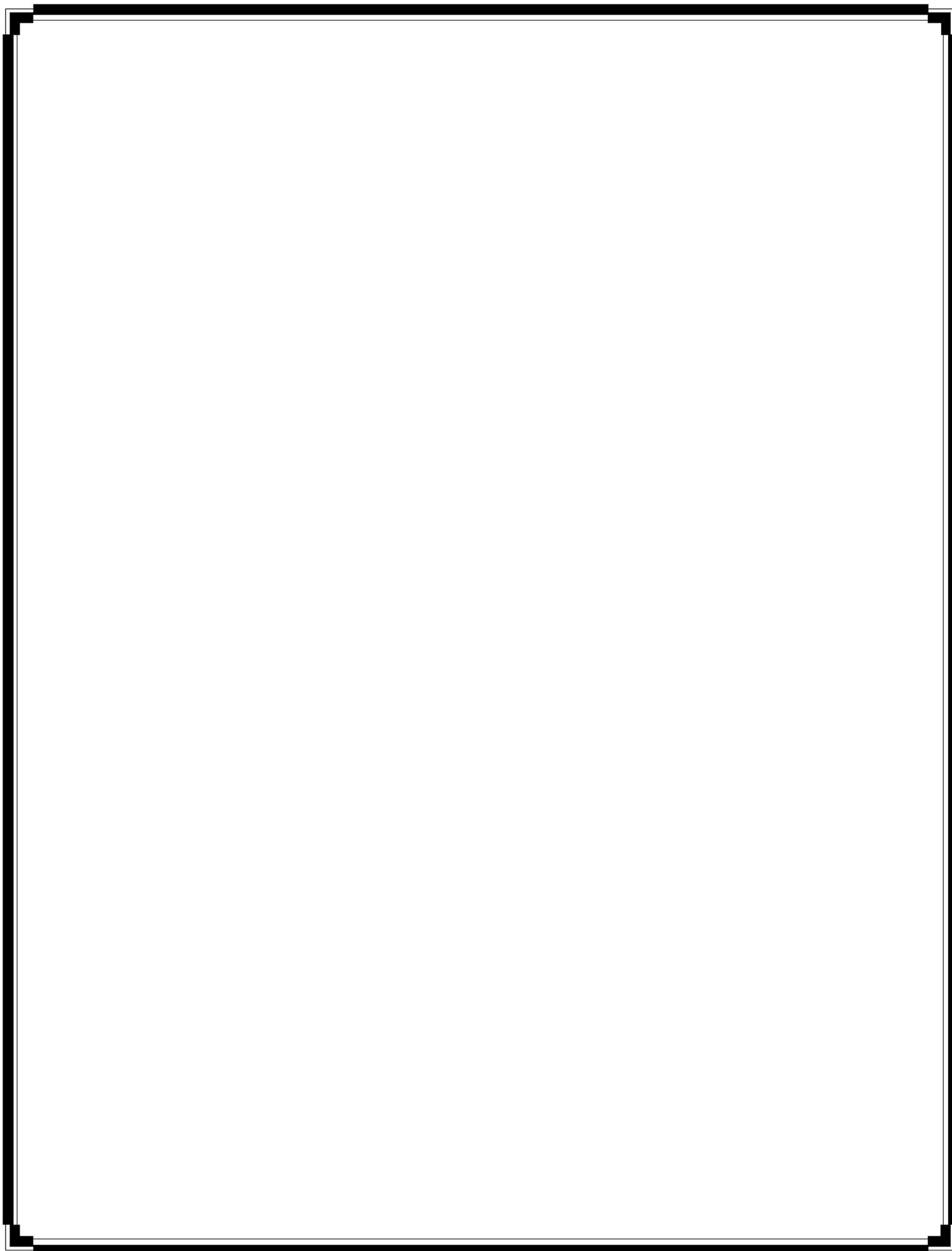
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# Clerk of Court Locations



**Collier County Courthouse**  
3315 Tamiami Trail  
East Naples, Florida 34112  
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**Golden Gate Satellite**  
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