



Dwight E. Brock, Clerk

## A Message From The Clerk of the Circuit Court and Comptroller

### **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 2017 budget for Clerk’s Office operations.

The Clerk of Courts is a Constitutional officer elected county-wide. Article VIII, Section 1 (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. This budget is funded through court fees paid to the Clerk’s Office.

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 (in lieu of fees) from the BOCC and Clerk non-court fees.

### **Budget Highlights:**

The fiscal year 2017 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 overall operating budget totaling \$21,329,916 reflects a decrease of \$538,227 or 2.46% from last year's ending budget of \$21,868,143. Increases are due primarily to a cost of living adjustment and pay plan adjustment to all employees and the addition of new employees. These increases are offset by reductions in personnel costs in the Court Services Fund, reduced operating expenditures in the Public Records Modernization fund and the use of reserves in Court Technology and Public Records Modernization funds to pay for court related technology expenditures hardware and software upgrades.

This year's budget is projected to meet the minimum needs of our current operations. We have a slight increase in our technology spending for additional employees and enhancements to our court case management software to increase efficiency. All of our court departments have completed the migration to our case management software. During 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 for e-filing court cases and e-recording documents.

The 2017 budget reflects a decrease in the overall operating budget. This is due to the State mandated budget reductions in the court related activities of the Clerk. Our office has been able to sustain these deductions through enhanced technology and planned staffing attrition.

The State requires court operations to be self-funding. All revenues that were previously turned over to the State are kept locally to run the court departments. Budgets are submitted to the State for court operations by May 1 each year. Any excess revenues of the court operations are remitted to the State in January following the close of the budget year.

#### Excess Fees Distributions:

For fiscal year 2016, the Collier Clerk's Office was again a "donor" county, having returned \$890,903 to the State. 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 addition to the excess fees to the State, the Clerk also returned funds of \$196,634 to the Collier Board of County Commissioners for non-court operations.

#### Technology Enhancements:

This budget includes increased funding for capital technology enhancements for non-court operational and financial software. We have budgeted to purchase new recording software and enhancements to our financial software modules. Additional functionality of SAP financial modules will provide greater system interface capabilities, enhanced public information and streamline our ability to accurately maintain and report on the financial activities of the Clerk's Office and the Board of County Commissioners.

Budget Summary:

The State has continued to reduce the court appropriation budget from \$9,228,000 in FY 2008 to the current court appropriation of \$6,189,241 (down from FY 2016 final budget by \$606,423 or an 8.92% reduction), while mandating more reporting and performance requirements upon our offices. This trend has reached critical proportions for Clerk's offices Statewide. The Clerk's association continue to work with the Florida Legislature to develop a more sustainable funding structure for Clerk's court operations.

FY 2017 includes the Board's budget policy of a 3.0% general wage adjustment. This results in a \$68,207 or 0.48% net increase for the combined operations for personnel services. Increases for cost of living and pay plan adjustments are offset by reductions in personnel costs in Court Services funds, reduced operating expenditures in Public Records Modernization (PRM) and the planned use of reserves in Court Related Technology and PRM funds to support court related technology upgrades. Investment in and continued support for Court Technology has enable considerable reduction in court staffing.

The Fiscal Year 2017 budget reflects the minimum funding necessary to serve the citizens of Collier County. Entering my 25<sup>th</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, Chief Deputy Clerk at (239) 252-6299.

Sincerely,

A handwritten signature in black ink that reads "Dwight E. Brock". The signature is written in a cursive style with a large initial "D".

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

“There shall be in each county a clerk of the circuit court who shall be selected pursuant to the provisions of Article VIII section 1. Notwithstanding any other provision of the constitution, the duties of the clerk of the circuit court may be divided by special or general law between two officers, one serving as clerk of court and one serving as ex officio clerk of the board of county commissioners, auditor, recorder, and custodian of all county funds.”

*Article V, Section 16 of the Florida Constitution*

ANNUAL BUDGET - 2017  
CLERK OF COURTS  
COLLIER COUNTY, FLORIDA

CLERK OF THE CIRCUIT COURT AND COMPTROLLER  
Dwight E. Brock

CHIEF DEPUTY CLERK  
Crystal K. Kinzel

DIRECTOR OF COURTS  
Jill M. Lennon

DIRECTOR OF  
MANAGEMENT INFORMATION  
SERVICES  
Marc D. Tougas

DIRECTOR OF  
BOARD MINUTES AND RECORDS  
Patricia L. Morgan

DIRECTOR OF RECORDING  
Teresa S. Hart

DIRECTOR OF HUMAN RESOURCES  
Dena W. Rader

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, 2015**

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, 2015. 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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## INTRODUCTION TO COLLIER COUNTY

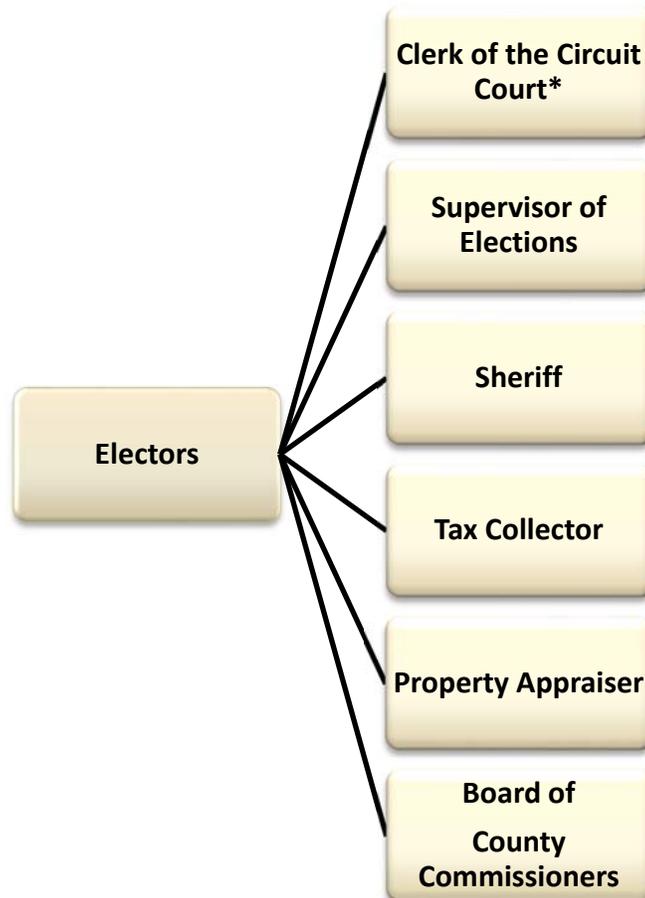
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**COUNTY ORGANIZATIONAL CHART – ELECTED OFFICIALS**

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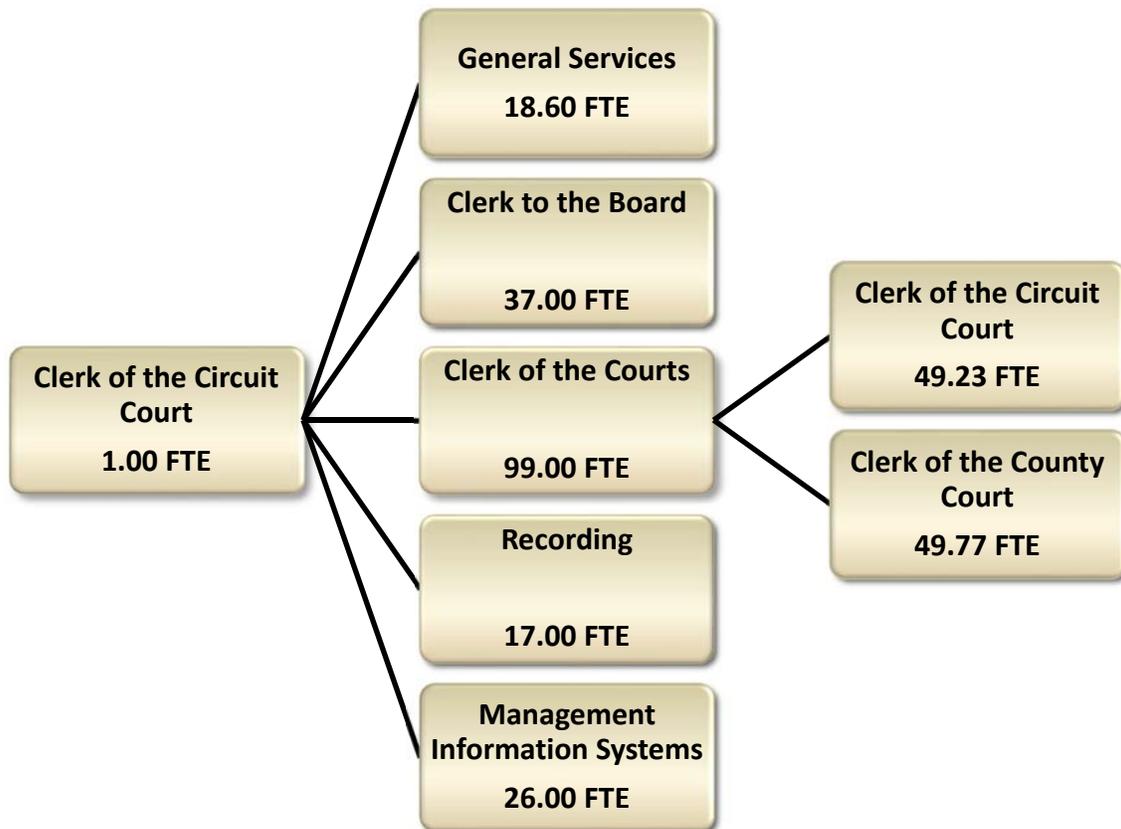


\*A detailed organization chart for the Clerk's agency follows on page 5.

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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 45,995. 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 College (iTECH) currently serves 278 adult students each semester. The school system employs nearly 3,200 teachers, 49% with advanced degrees. In Collier 63% of the public school population is categorized “economically needy.” More than 52% of public school students live in non-English speaking homes.



There are three colleges 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 associate, bachelor’s and master’s degrees in 24 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 State University System of Florida and offers over 80 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**

Collier County strives to be a sports and tourism destination. Our Parks & Recreation Department includes thirteen 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 a specialty BMX Skate Park all providing a wide variety of recreational opportunities.

A variety of national and international competitions were held in 2016 at various community parks in Collier County including the first-ever US Open Pickleball championships and the Pro Watercross World Championships. When the Deepwater Horizon disaster occurred in Gulf of Mexico in 2010, it was a wake-up call that we needed to protect our fragile coastal communities. With 36 new artificial reefs built from over 18,000 tons of concrete, the community has come together to build a unique aquatic wildlife habitat. A 2016 Emmy winning documentary highlights our Paradise Reefs and draws divers and fishermen to our area.



The Fred W. Coyle Freedom Park is home to the Freedom Memorial. The Memorial was completed and held its dedication on November 9, 2016. The Memorial pays tribute to members of our armed forces who have sacrificed their lives in the defense of our nation along with the law enforcement officers, firefighters, emergency medical personnel and civilians who died in the September 11, 2001 terrorist attacks.

Collier County offers five separate and unique museum facilities, each providing a different glimpse into our past, where a diverse blend of old and new, history and legend, weaves its story across a glittering landscape of sun-warmed beaches, ancient cypress forests, and the sprawling grasslands of the Florida Everglades.



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.



Naples Zoo at Caribbean Gardens is a nonprofit organization cooperating in conservation programs both in and outside the wild for endangered species. The zoo is nationally accredited by the Association of Zoos and Aquariums, the organization that sets the highest standards for wildlife care, education, and conservation. The garden also holds accreditation by The Morton Register of Arboreta and is a member of the American Public Gardens Association.

The Naples Botanical Garden is a nonprofit organization and a world class sub-tropical garden paradise. The gardens encompass 170 acres and 12 gardens. As a result, the 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 has over 90 public, private and resort golf courses and hosts three professional golf tournaments – The Franklin Templeton Shootout, The Chubb Classic and the CME Group Tour Championship. Since 2000, Tiburon Golf Club (located in Naples, FL) has hosted The Franklin Templeton 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 Chubb 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 many local and national charities including Education Foundation of Collier Co., Alzheimer’s Support Network and Make-A Wish Foundation. The CME Group Tour Championship is an LPGA sanctioned season ending event held each year at the Tiburon Golf Club since 2011.



In 2016, Participants of USA Today’s 10 Best Reader’s Choice poll have voted Naples, Florida the nation’s top “Best Destination for Luxury Travelers.” After being selected as a nominee by USA Today’s panel of experts, Naples finished first on the list ahead of other luxury destinations including Beverly Hills and Maui.

**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**

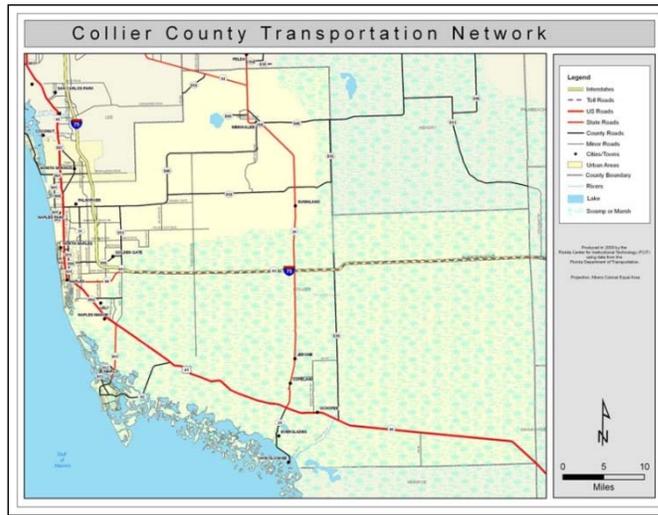


The County is served by the Collier County Sheriff’s office, a small unit of Florida Highway Patrol and the Seminole Police Department. The Sheriff operates the County Jail. There are two municipal law enforcement agencies, one in Marco Island and one in the City of Naples. Citations and other court activities flow primarily from the actions of these agencies. In the first six months of calendar year 2016, the Sheriff’s office statistics show that the crime rate dropped 8.1% for the county.

## TRANSPORTATION AND DEMOGRAPHICS

### 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 8.3 million passengers in 2015 averaging 217 flights daily.

The County is home to four airports. 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. 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, celebrated their 15<sup>th</sup> anniversary providing local bus services to the citizens and visitors of Collier County.



### 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**

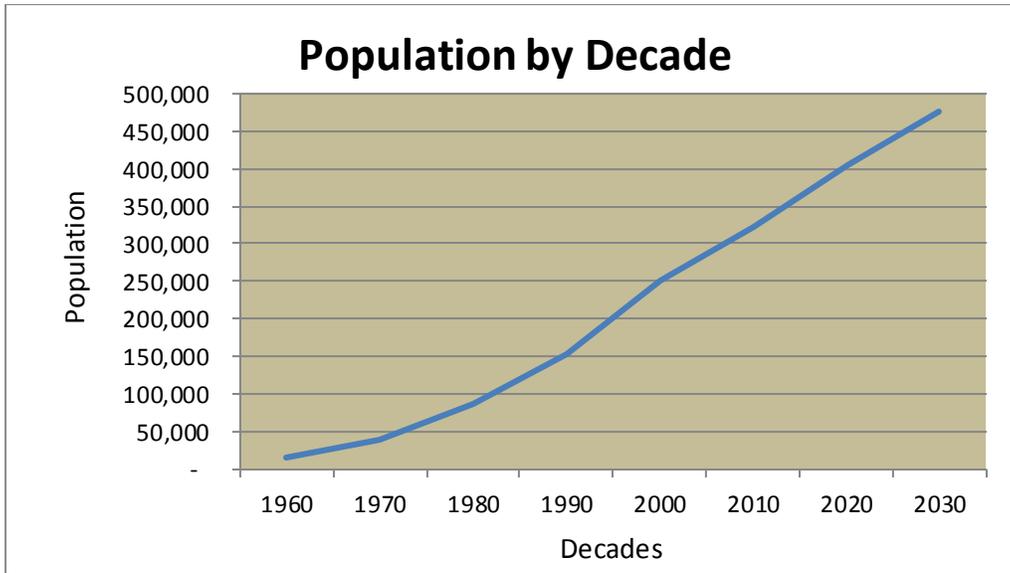
Collier County experienced tremendous growth in population over the past four decades. The permanent population increased approximately 38,958 residents in 1970 to 350,222 estimated in 2016. Since 2000, the county's population has increased by 37.8%. Despite the recent economic difficulties, the county's population is expected to grow to over 474,000 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 2016 was 424,723.

Collier County's median age is 47.9 years compared to the United States median age of 41.3 years. While Collier County remains a popular retirement community, 74% of its population is younger than age 65. The U.S. Census Bureau reported Collier County's population by race in 2014 as follows: 64.3% White Non-Hispanic; 26.7% Hispanic or Latino origin; 7.2% African American; and 1.8% Other.

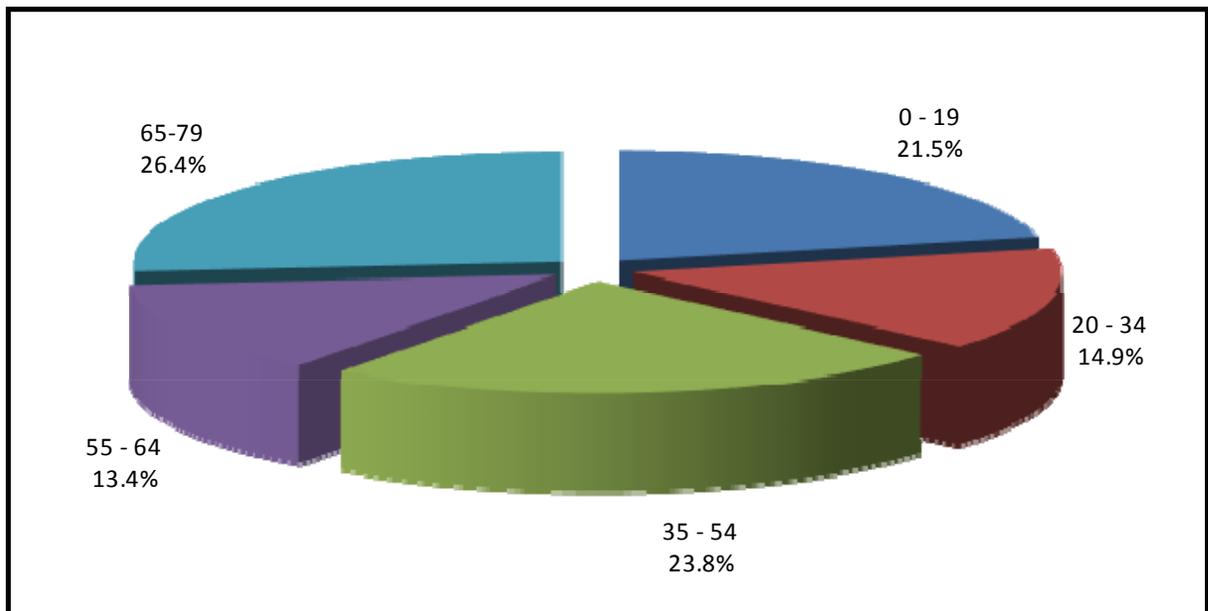
The latest U.S. Census Bureau estimates the median household income was \$65,980. According to the Bureau of Labor Statistics, the unemployment rate in Collier County in October 2016 was 5.2%, compared to 12.0% in 2012. The State average was 4.9% for this same date.

POPULATION GROWTH AND PROJECTIONS  
1960 – 2030



Source: Economic Development Council of Collier County.

AGE DISTRIBUTION – 2016 PROJECTED



Source: University of Florida, Bureau of Economic and Business Research projected on the calendar year.

## STATISTICAL COMPARISON

This is a statistical comparison of Collier County to other Florida Counties. The Board of County Commissioners requires this annual comparison for the counties they have selected.

CLERK OF THE CIRCUIT COURT	Collier	Charlotte	Lee	Manatee	Martin	Sarasota
Clerk of the Circuit Court Budget SFY 2015-16 <sup>1</sup>	\$ 6,823,053	\$ 3,411,014	\$ 11,219,984	\$ 5,621,220	\$ 3,372,177	\$ 7,649,875
- Non-Court Board Funded Operations FY 2015-16 <sup>4</sup>	\$ 8,846,600	\$ 6,030,451	\$ 12,471,156	\$ 12,204,145	\$ 1,293,103	\$ 10,005,649
Total combined	\$ 15,669,653	\$ 9,441,465	\$ 23,691,140	\$ 17,825,365	\$ 4,665,280	\$ 17,655,524
Clerk of the Circuit Court Positions SFY 2015-16 <sup>1</sup>	107.40	57.80	226.20	123.70	64.70	142.90
Clerk Non-Court Positions	85.60	59.40	128.80	96.10	29.60	100.20
Total Employees	193.00	117.20	355.00	219.80	94.30	243.10
Actual Cases for SFY 2015-16 <sup>1</sup>	60,799	36,309	198,445	77,278	38,885	114,693
Demographics <sup>2</sup>						
Population, 2016 (Estimate)	357,305	173,115	701,982	363,369	156,283	405,549
White Non Hispanic	64.1%	84.5%	68.8%	71.8%	79.0%	83.5%
African American	7.2%	6.1%	9.1%	9.3%	5.7%	4.9%
Asian	1.4%	1.5%	1.7%	2.1%	1.3%	1.6%
Other	0.5%	1.1%	0.5%	0.8%	0.8%	1.2%
Hispanic or Latino Origin	26.8%	6.8%	19.9%	16.0%	13.2%	8.8%
Population Under the Age of 65 <sup>2</sup>	69.9%	65.9%	73.1%	76.9%	70.3%	65.4%
Population, % change (2010 - 2015) <sup>5</sup>	11.1%	8.2%	13.5%	12.6%	6.4%	6.9%
Per Capita Personal Income, 2015 (Estimate) <sup>5</sup>	\$ 38,297	\$ 26,984	\$ 28,010	\$ 27,958	\$ 34,742	\$ 34,479
Median Household Income, 2015 (Estimate) <sup>5</sup>	\$ 57,452	\$ 44,244	\$ 48,537	\$ 49,675	\$ 51,593	\$ 51,766
Crime Data (Reported Offenses) 2016 <sup>3</sup>	2,641	1,629	7,184	4,991	1,346	4,465
% change (2015 - 2016)	-8.1%	10.2%	-4.8%	-12.7%	-9.8%	-5.4%
Labor Force Sep 2016 (Estimate) <sup>6</sup>	162,171	68,272	324,567	166,465	71,026	182,156
Unemployment, October, 2016 (Estimate) <sup>7</sup>	5.2%	5.7%	4.8%	4.7%	5.0%	5.0%
Median Home Value, 2015 (Estimate) <sup>2</sup>	\$ 272,800	\$ 145,700	\$ 157,400	\$ 169,000	\$ 200,200	\$ 181,400
Total County Square Miles (Land Area) <sup>2</sup>	1,998.3	680.3	784.5	742.9	543.5	555.9

<sup>1</sup>SFY 2015 - 16 Clerk Budget, FTEs, & Case information obtained from the Florida Clerks of Court Operations Corporation (FLCCOC)

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

<sup>3</sup>Florida Uniform Crime Report - 2015 Semi-Annual Statewide County Report (1/15 - 6/15)

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

<sup>5</sup><http://www.census.gov/quickfacts>

<sup>6</sup><http://www.bea.gov> - <http://www.bls.gov>

<sup>7</sup><http://www.floridajobs.org/labor-market-information/data-center/statistical-programs/local-area-unemployment-statistics>

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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 20,214; 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' 2015 population by race was 88.6% White Non-Hispanic, 4.9% African American, 5.2% Hispanic or Latino, and 1.3% other. The U.S. Census Bureau also estimated Naples' median age in 2015 to be 65.2 years. Based on the census, Naples and the surrounding area have one of the highest per capita income in the state. The city of Naples' median household income is estimated to be \$79,515, compared to the state average of \$47,507. The median income for a family in the city is \$117,646.

### 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 17,148 in 2015 with a peak winter seasonal growth to 35,000. Population by race was estimated to be 90.0% White Non-Hispanic, 0.3% African American, 7.9% Hispanic or Latino, and 1.8% other. The median age was estimated to be 64.6 years. The per capita income in the city is \$78,250 and the median income for a family is \$84,354.

## 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 2015. The racial makeup of the city is 94.1% White Non-Hispanic, 0.4% African American, 5.2% Hispanic or Latino, and 0.3% Other. The median age is 48.6 years. The per capita income for the city is \$26,951.

## 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 in Immokalee.

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 melons, 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 Bureau. In 2015, the census estimated the population was 24,154. The racial makeup of the area is 74.8% Hispanic, 20.0% African American, 3.5% White, 1.6% Native American, and 0.1% other. The per capita income for the area is \$9,814.

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 and services all 2,025 square miles including the County's entire population.

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## ECONOMIC CONDITIONS

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The major industries within Collier County are trade, transportation and utilities, educational and healthcare services, leisure and hospitality, construction, professional and business services, natural resources and mining, financial services, government, manufacturing, information and technology, communications and other unclassified industries. 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 60<sup>th</sup> in the 2015 comparison, up from 83<sup>rd</sup> 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 2015 is 123,629. The following table identifies the top employers in Collier County in 2015.

### Top Employers

<u>Company</u>	<u>Employees</u>
Collier County Public Schools	5,280
NCH Healthcare System	4,000
Collier County Government (non-Sheriff)	1,794
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	700
Marriott	700

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

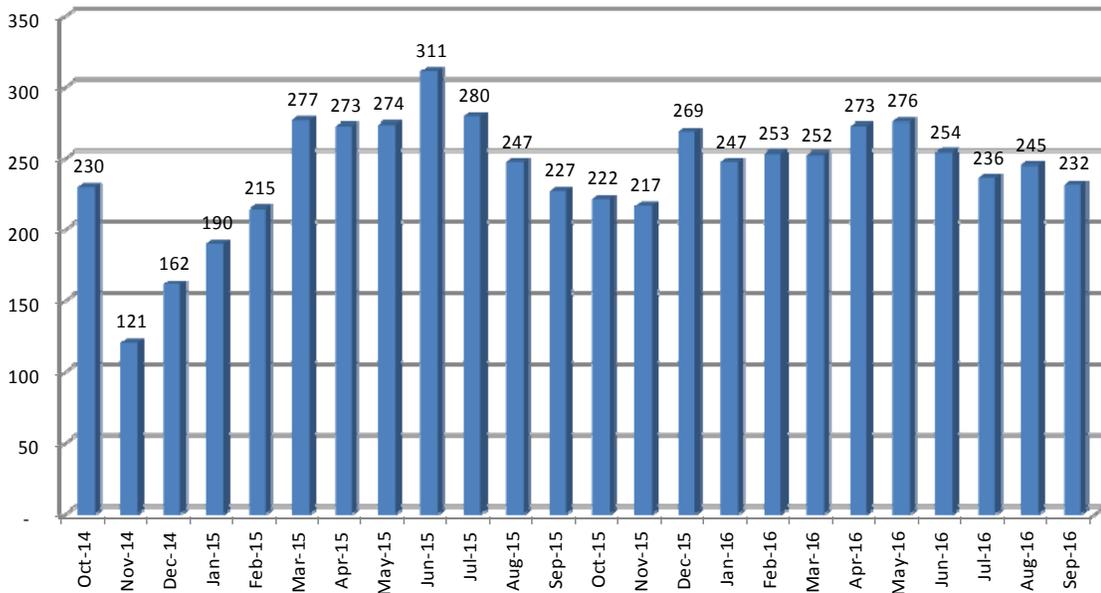
During 2015, the trade, transportation and utilities industries employed an average of 25,678 people. The consumer trade industry provides 17.4% of wage and salary jobs in the County.

According to the Florida Agency for Workforce Innovation, the education & health sector employs 19,360 people or 14.4% of the wage and salary work force. These jobs have traditionally been some of the fastest growing occupations in Collier County.

The leisure and hospitality sector employed 26,217 people in 2015 which represents 19.5% 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. This year experienced an increase in employment for the second straight year as the economy starts to recover.

Construction companies located in Collier County provided just over 13,310 jobs, or 9.9% of the overall workforce. In FY 2015, there were 2,976 new construction building permits. The following graph shows the total number of new construction building permits issued from October 2014 through September 2016.

### New Construction Building Permits by Months October 2014 - September 2016



Source: Economic Development Council of Collier County

Professional and business services accounted for 14,520 jobs in 2015 representing 10.8% of the total workforce. These positions include professional, scientific and technical services, management, administration and support, and remedial services.

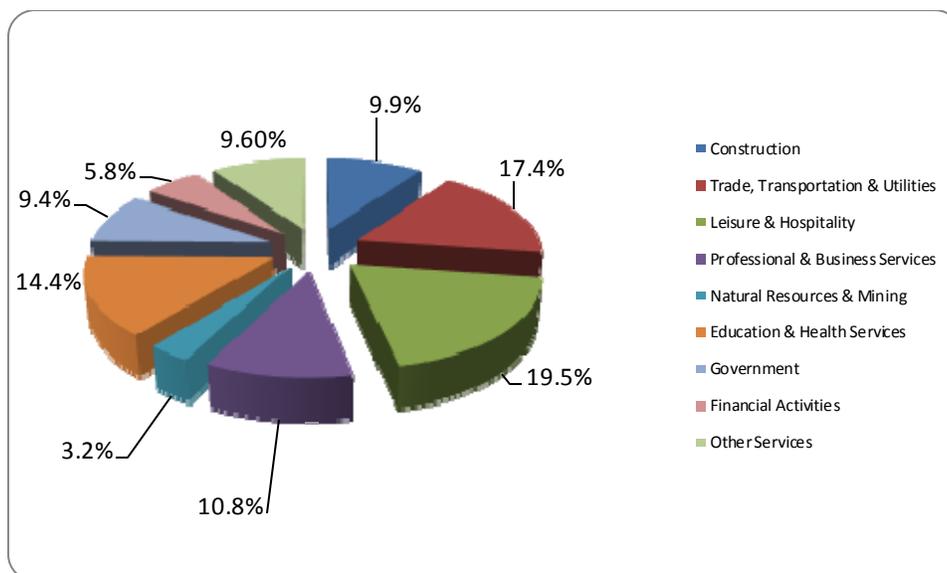
Collier County is one of the highest producing agricultural counties in the United States. Natural resources and mining were 3.2% of the total workforce during 2015 with 4,302 total employees. Farming activities are located 40 miles inland and surround the community of Immokalee. Major crops include tomatoes, bell peppers, cucumbers, melons, and citrus. Beef cattle are also a significant farming commodity.

Financial services account for 5.8% of the wage and salary work force in Collier County. During 2015, financial services and real estate provided 7,798 jobs.

Government is the other major employer in the area and represents 9.4% 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 12,638 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 – Calendar Year 2015



Source: Florida Agency for Workforce Innovation, Labor Market Statistics

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 and the effect of the economic downturn, conservative budgeting of revenues and cost reductions, where possible, were implemented in the budget of the Clerk's operations.

In FY 2010 through FY 2013 the number of foreclosures stabilized. During FY 2014 through FY 2016 the number of foreclosures decreased. In FY 2017, we expect an even further decline in the foreclosure filings and the State of Florida has asked all County 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 2016 by 8.5% and are expected to increase again, by an estimated 7.0% in 2017.

In FY 2017 we have a slight decrease in our overall budget from FY 2016 of 2.46%. The personnel expenditures increased due primarily to a 3.0% general wage adjustment. These increases are offset by mandated reductions in the State court budgets and the programmed use of Public Records Modernization fund reserves.

## Year to Year Comparison of Budgets and Actuals Revenues

	2014 Budget	2014 Actual	2014 Variance	2015 Budget	2015 Actual	2015 Variance
<b>REVENUES BY CATEGORY:</b>						
<i>Charges for Services</i>						
Fund 011 General Fund	\$ 2,796,900	2,956,147	159,247	3,148,100	3,103,025	\$ (45,075)
Fund 013 Court Services Fund	7,902,700	7,163,733	(738,967)	7,037,653	6,807,576	(230,077)
Fund 177 Court Technology Trust Fund	1,150,000	1,141,510	(8,490)	1,115,000	1,186,902	71,902
Fund 197 Public Records Modernization	275,000	252,579	(22,421)	250,000	276,286	26,286
<i>Total Charges for Services</i>	<u>12,124,600</u>	<u>11,513,969</u>	<u>(610,631)</u>	<u>11,550,753</u>	<u>11,373,789</u>	<u>(176,964)</u>
<i>Interest Income</i>						
Fund 011 General Fund	21,000	16,916	(4,084)	20,000	13,701	(6,299)
Fund 013 Court Services Fund	8,200	4,363	(3,837)	4,400	6,713	2,313
Fund 177 Court Technology Trust Fund	-	4,380	4,380	4,400	3,670	(730)
Fund 197 Public Records Modernization	2,500	3,951	1,451	3,900	3,980	80
<i>Total Interest Income</i>	<u>31,700</u>	<u>29,610</u>	<u>(2,090)</u>	<u>32,700</u>	<u>28,064</u>	<u>(4,636)</u>
<i>5% Statutory Reduction (non-court)</i>						
Fund 011 General Fund	(140,500)	-	140,500	(148,100)	-	148,100
Fund 013 Court Services Fund	-	-	-	-	-	-
Fund 177 Court Technology Trust Fund	(57,500)	-	57,500	(56,000)	-	56,000
Fund 197 Public Records Modernization	(13,900)	-	13,900	(12,700)	-	12,700
<i>Total 5% Statutory Reduction</i>	<u>(211,900)</u>	<u>-</u>	<u>211,900</u>	<u>(216,800)</u>	<u>-</u>	<u>216,800</u>
<i>Transfers</i>						
Fund 011 General Fund	5,719,500	5,719,500	-	5,869,500	5,869,500	-
Fund 013 Court Services Fund	61,838	61,838	-	42,459	42,459	-
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>5,911,959</u>	<u>5,911,959</u>	<u>-</u>
<i>Carryforward (Fund Balance)</i>						
Fund 011 General Fund	-	-	-	-	-	-
Fund 013 Court Services Fund	-	-	-	-	-	-
Fund 177 Court Technology Trust Fund	2,227,617	2,455,639	228,022	2,055,237	2,387,432	332,195
Fund 197 Public Records Modernization	2,024,526	2,093,622	69,096	2,328,494	2,350,152	21,658
<i>Total Carryforward</i>	<u>4,252,143</u>	<u>4,549,261</u>	<u>297,118</u>	<u>4,383,731</u>	<u>4,737,584</u>	<u>353,853</u>
<b>Total</b>	<u>\$ 21,977,881</u>	<u>21,874,178</u>	<u>(103,703)</u>	<u>21,662,343</u>	<u>22,051,396</u>	<u>\$ 389,053</u>
<b>BUDGET BY FUND:</b>						
Fund 011 General Fund	\$ 8,396,900	8,692,563	295,663	8,889,500	8,986,226	\$ 96,726
Fund 013 Court Services Fund	7,972,738	7,229,934	(742,804)	7,084,512	6,856,748	(227,764)
Fund 177 Court Technology Trust Fund	3,320,117	3,601,529	281,412	3,118,637	3,578,004	459,367
Fund 197 Public Records Modernization	2,288,126	2,350,152	62,026	2,569,694	2,630,418	60,724
<i>Total Clerk Budget</i>	<u>\$ 21,977,881</u>	<u>21,874,178</u>	<u>(103,703)</u>	<u>21,662,343</u>	<u>22,051,396</u>	<u>\$ 389,053</u>

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

	<u>2016</u> <u>Budget</u>	<u>2016</u> <u>Actual</u>	<u>2016</u> <u>Variance</u>	<u>2017</u> <u>Approved</u>
<b>REVENUES BY CATEGORY:</b>				
<i>Charges for Services</i>				
Fund 011 General Fund	\$ 3,279,100	3,198,284	(80,816)	\$ 2,971,700
Fund 013 Court Services Fund	6,791,264	6,508,585	(282,679)	6,184,241
Fund 177 Court Technology Trust Fund	1,150,000	1,221,162	71,162	1,204,000
Fund 197 Public Records Modernization	274,250	298,144	23,894	265,000
<i>Total Charges for Services</i>	<u>11,494,614</u>	<u>11,226,175</u>	<u>(268,439)</u>	<u>10,624,941</u>
<i>Interest Income</i>				
Fund 011 General Fund	16,200	15,209	(991)	14,000
Fund 013 Court Services Fund	4,400	12,146	7,746	5,000
Fund 177 Court Technology Trust Fund	3,300	4,765	1,465	4,000
Fund 197 Public Records Modernization	3,600	6,394	2,794	4,200
<i>Total Interest Income</i>	<u>27,500</u>	<u>38,514</u>	<u>11,014</u>	<u>27,200</u>
<i>5% Statutory Reduction (non-court)</i>				
Fund 011 General Fund	(147,900)	-	147,900	(149,300)
Fund 013 Court Services Fund	-	-	-	-
Fund 177 Court Technology Trust Fund	(57,700)	-	57,700	(60,400)
Fund 197 Public Records Modernization	(12,900)	-	12,900	(13,500)
<i>Total 5% Statutory Reduction</i>	<u>(218,500)</u>	<u>-</u>	<u>218,500</u>	<u>(223,200)</u>
<i>Transfers</i>				
Fund 011 General Fund	6,014,400	6,014,400	-	6,194,900
Fund 013 Court Services Fund	-	65,503	65,503	-
Fund 177 Court Technology Trust Fund	-	-	-	-
Fund 197 Public Records Modernization	-	-	-	-
<i>Total Transfers</i>	<u>6,014,400</u>	<u>6,079,903</u>	<u>65,503</u>	<u>6,194,900</u>
<i>Carryforward (Fund Balance)</i>				
Fund 011 General Fund	-	-	-	-
Fund 013 Court Services Fund	-	-	-	-
Fund 177 Court Technology Trust Fund	1,931,301	1,779,413	(151,888)	1,817,583
Fund 197 Public Records Modernization	2,618,828	2,782,772	163,944	2,888,492
<i>Total Carryforward</i>	<u>4,550,129</u>	<u>4,562,185</u>	<u>12,056</u>	<u>4,706,075</u>
<b>Total</b>	<u>\$ 21,868,143</u>	<u>21,906,777</u>	<u>38,634</u>	<u>\$ 21,329,916</u>
<b>BUDGET BY FUND:</b>				
Fund 011 General Fund	\$ 9,161,800	9,227,893	66,093	\$ 9,031,300
Fund 013 Court Services Fund	6,795,664	6,586,234	(209,430)	6,189,241
Fund 177 Court Technology Trust Fund	3,026,901	3,005,340	(21,561)	2,965,183
Fund 197 Public Records Modernization	2,883,778	3,087,310	203,532	3,144,192
<i>Total Clerk Budget</i>	<u>\$ 21,868,143</u>	<u>21,906,777</u>	<u>38,634</u>	<u>\$ 21,329,916</u>

## Year to Year Comparison of Budgets and Actuals Expenditures

	2014 Budget	2014 Actual	2014 Variance	2015 Budget	2015 Actual	2015 Variance
<b>EXPENDITURES BY CATEGORY:</b>						
<i>Personnel Expenditures</i>						
Fund 011 General Fund	\$ 6,320,700	6,215,599	105,101	6,754,200	6,528,467	\$ 225,733
Fund 013 Court Services Fund	7,307,543	6,267,169	1,040,374	6,559,112	5,773,044	786,068
Fund 177 Court Technology Trust Fund	973,200	818,956	154,244	989,600	872,969	116,631
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>14,302,912</u>	<u>13,174,480</u>	<u>1,128,432</u>
<i>Operating Expenditures</i>						
Fund 011 General Fund	1,893,900	1,644,180	249,720	1,908,300	1,809,230	99,070
Fund 013 Court Services Fund	619,342	289,439	329,903	525,400	292,286	233,114
Fund 177 Court Technology Trust Fund	1,083,400	395,143	688,257	1,106,200	425,651	680,549
Fund 197 Public Records Modernization	379,300	-	379,300	396,100	-	396,100
<i>Total Operating Expenditures</i>	<u>3,975,942</u>	<u>2,328,762</u>	<u>1,647,180</u>	<u>3,936,000</u>	<u>2,527,167</u>	<u>1,408,833</u>
<i>Capital Expenditures</i>						
Fund 011 General Fund	182,300	180,746	1,554	227,000	226,710	290
Fund 013 Court Services Fund	-	-	-	-	-	-
Fund 177 Court Technology Trust Fund	157,600	-	157,600	181,800	-	181,800
Fund 197 Public Records Modernization	275,000	-	275,000	228,400	-	228,400
<i>Total Capital Expenditures</i>	<u>614,900</u>	<u>180,746</u>	<u>434,154</u>	<u>637,200</u>	<u>226,710</u>	<u>410,490</u>
<b>Total Expenditures</b>	<u>19,192,285</u>	<u>15,811,232</u>	<u>3,381,053</u>	<u>18,876,112</u>	<u>15,928,357</u>	<u>2,947,755</u>
<i>Reserves/Turnback</i>						
Fund 011 General Fund	-	652,038	(652,038)	-	421,819	(421,819)
Fund 013 Court Services Fund	45,853	673,326	(627,473)	-	791,418	(791,418)
Fund 177 Court Technology Trust Fund	1,105,917	-	1,105,917	841,037	-	841,037
Fund 197 Public Records Modernization	1,633,826	-	1,633,826	1,945,194	-	1,945,194
<i>Total Reserves/Turnback</i>	<u>2,785,596</u>	<u>1,325,364</u>	<u>1,460,232</u>	<u>2,786,231</u>	<u>1,213,237</u>	<u>1,572,994</u>
<b>Total Budget</b>	<u>\$ 21,977,881</u>	<u>17,136,596</u>	<u>4,841,285</u>	<u>21,662,343</u>	<u>17,141,594</u>	<u>\$ 4,520,749</u>
<b>BUDGET BY FUND:</b>						
Fund 011 General Fund	\$ 8,396,900	8,692,563	(295,663)	8,889,500	8,986,226	\$ (96,726)
Fund 013 Court Services Fund	7,972,738	7,229,934	742,804	7,084,512	6,856,748	227,764
Fund 177 Court Technology Trust Fund	3,320,117	1,214,099	2,106,018	3,118,637	1,298,620	1,820,017
Fund 197 Public Records Modernization	2,288,126	-	2,288,126	2,569,694	-	2,569,694
<b>Total Clerk Budget by Fund</b>	<u>\$ 21,977,881</u>	<u>17,136,596</u>	<u>4,841,285</u>	<u>21,662,343</u>	<u>17,141,594</u>	<u>\$ 4,520,749</u>

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

	<b>2016 Budget</b>	<b>2016 Actual</b>	<b>2016 Variance</b>	<b>2017 Approved</b>
<b>EXPENDITURES BY CATEGORY:</b>				
<i>Personnel Expenditures</i>				
Fund 011 General Fund	\$ 6,644,000	6,630,979	13,021	\$ 7,219,500
Fund 013 Court Services Fund	6,290,364	5,393,157	897,207	5,762,141
Fund 177 Court Technology Trust Fund	1,136,100	1,004,902	131,198	1,157,030
Fund 197 Public Records Modernization	-	-	-	-
<i>Total Personnel Expenditures</i>	<u>14,070,464</u>	<u>13,029,038</u>	<u>1,041,426</u>	<u>14,138,671</u>
<i>Operating Expenditures</i>				
Fund 011 General Fund	2,094,600	2,055,250	39,350	1,587,400
Fund 013 Court Services Fund	505,300	302,174	203,126	427,100
Fund 177 Court Technology Trust Fund	968,600	574,622	393,978	1,378,800
Fund 197 Public Records Modernization	489,950	32,450	457,500	434,400
<i>Total Operating Expenditures</i>	<u>4,058,450</u>	<u>2,964,496</u>	<u>1,093,954</u>	<u>3,827,700</u>
<i>Capital Expenditures</i>				
Fund 011 General Fund	423,200	345,030	78,170	224,400
Fund 013 Court Services Fund	-	-	-	-
Fund 177 Court Technology Trust Fund	136,200	-	136,200	267,500
Fund 197 Public Records Modernization	777,500	2,423	775,077	1,115,000
<i>Total Capital Expenditures</i>	<u>1,336,900</u>	<u>347,453</u>	<u>989,447</u>	<u>1,606,900</u>
<b><i>Total Expenditures</i></b>	<u><u>19,465,814</u></u>	<u><u>16,340,987</u></u>	<u><u>3,124,827</u></u>	<u><u>19,573,271</u></u>
<i>Reserves/Turnback</i>				
Fund 011 General Fund	-	196,634	(196,634)	-
Fund 013 Court Services Fund	-	890,903	(890,903)	-
Fund 177 Court Technology Trust Fund	786,001	-	786,001	161,853
Fund 197 Public Records Modernization	1,616,328	-	1,616,328	1,594,792
<i>Total Reserves/Turnback</i>	<u>2,402,329</u>	<u>1,087,537</u>	<u>1,314,792</u>	<u>1,756,645</u>
<b><i>Total Budget</i></b>	<u><u>\$ 21,868,143</u></u>	<u><u>17,428,524</u></u>	<u><u>4,439,619</u></u>	<u><u>\$ 21,329,916</u></u>
<b>BUDGET BY FUND:</b>				
Fund 011 General Fund	\$ 9,161,800	9,227,893	(66,093)	\$ 9,031,300
Fund 013 Court Services Fund	6,795,664	6,586,234	209,430	6,189,241
Fund 177 Court Technology Trust Fund	3,026,901	1,579,524	1,447,377	2,965,183
Fund 197 Public Records Modernization	2,883,778	34,873	2,848,905	3,144,192
<b>Total Clerk Budget by Fund</b>	<u><u>\$ 21,868,143</u></u>	<u><u>17,428,524</u></u>	<u><u>4,439,619</u></u>	<u><u>\$ 21,329,916</u></u>

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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, Immokalee 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 economic improvement in 2016. 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 Clerk's office is currently funded by charges for services and a transfer from the Board in-lieu of fees for the services to the Board. The Clerk's budget is a function of services required and funding determined by the Legislature of Florida. During the current session the Legislature is considering several law changes that may affect the non-court and court budgets.

The Florida Legislature continues to assess the funding of the court related budgets. For FY 2017 the legislature set the budget of the Clerk's Office court operations with a reduced budget when compared to the previous year's final budget. 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 preceding pages are presented to the reader to provide a year by year comparison of budgets and actuals for FY 2014 through FY 2017.

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

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## DUTIES AND FUNCTIONS 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 Courts 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 through transfer of fees. Court services are funded fees charged in the court system. Any surplus funds from court operations are remitted to the State of Florida. *Florida Statutes* require the non-court budget excess (if any) 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 are 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 report directly to the Clerk of the Circuit Court. Managers and many senior supervisors are degreed individuals. Continuing education for certified and degreed individuals is supported throughout the Clerk's agency.

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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 2017 – 2021

### 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 through effective employee communication programs.
- B. Evaluate creative initiatives to enhance productivity.
- C. Maintain high levels of customer service with a reduced labor force through staff cross training.
- D. Develop employee recognition/rewards program to increase employee satisfaction and promote excellence in customer service.

#### **II. Financial Resources**

- A. Meet all 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 and 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 the Non-Court General Fund (011) to account for all operating revenues and expenditures. The governmental fund is 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).

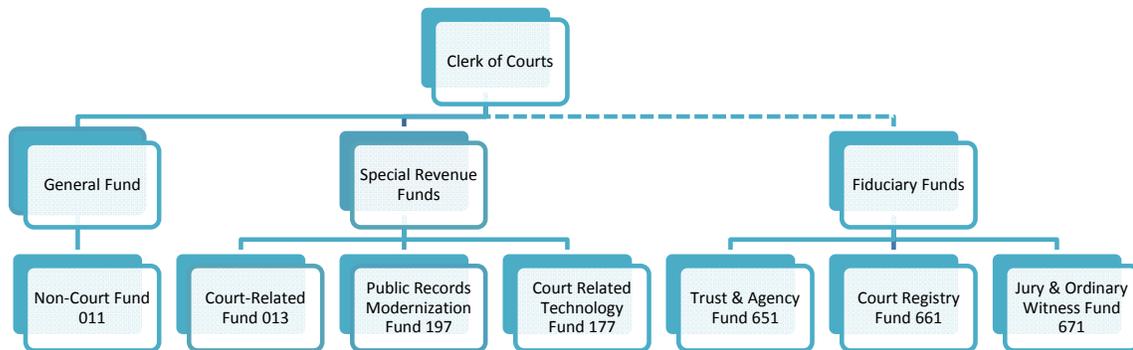
Special Revenue Fund – used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. This includes the Court Services Fund (013), Public Records Modernization Fund (197) and the Court Technology Trust Fund (177). The Court Services Fund can only be used for the operations of the courts in Collier County. Fund Modernization and Technology Funds (197 and 177 respectively) may only be used for records or technology enhancements with slightly different restrictions for each fund. All 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 apportioned 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 – used 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 type 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 and the Special Revenue Funds (including Court Services, Modernization and Technology 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
- Board Minutes and Records
- Circuit Court Operating Costs\*
- County Court Operating Costs\*
- Recording
- Allocated Satellite Offices
- Allocated Management Information Systems Costs

\*Salaries for court personnel are in Fund 013 pursuant to Florida Statute, certain operating costs are required to be paid by the Board.

Court-Related Operations Fund 013 includes:

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

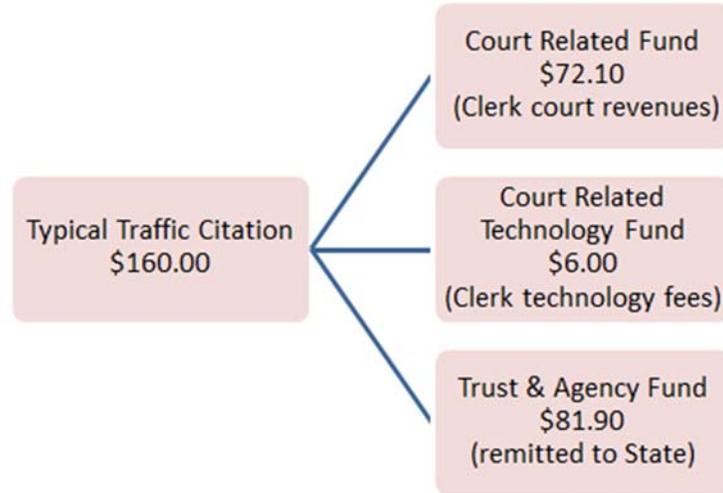
Public Records Modernization Fund 197 includes:

- Hardware and Software Purchases

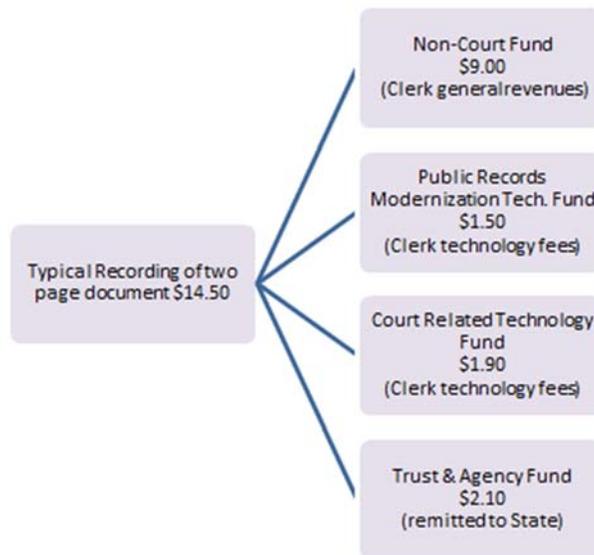
Court Related Technology Fund 177 includes:

- Hardware and Software Purchases
- Allocated Management Information Systems Costs

The following examples 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 receives 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 collected and remitted to the State of Florida 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 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 PROCEDURES AND BUDGET BOOK FORMAT**

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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. All Division Directors are given periodic reports stating the original budget, amended budget and year-to-date actual revenues and expenditures. Division directors also have access to online reporting. 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) 2017 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 2012, FY 2013, FY 2014, FY 2015, FY 2016 and budgets for FY 2017 are presented for each department.

The appropriation unit presentations include personal services, operating expenses and capital outlay and distribute costs into 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 2016. The FY 2017 Budget is compared to the FY 2016 final budget in dollars in the Increase/(Decrease) column with percent differences in the "Percent Change" column. Actuals for FY 2015 and FY 2016 are presented along with budgets for FY 2016 and FY 2017.

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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 2017:

- 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 to be filed and the fees they will generate.
- 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 3.0% 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 Florida Retirement System.
- No debt is to be incurred during the budget cycle.

## BUDGET DEVELOPMENT CALENDAR FOR FISCAL YEAR 2017

Dates	Description
February 18	Budget preparation materials distributed to Division Directors
March 3	Budget packets due to Accounting no later than 5:00 p.m.
Beginning March 7	Review of Division Budgets with Directors and Finance
March 14	Preliminary review of Budgets with Clerk
March 25	Final review of Budgets
Week of March 28	Final proof of numbers, text and layout of budget book
Week of April 11	Copy and bind budget books for distribution
May 1	Clerk's Board related budget due to the Board of County Commissioners
June 1	Clerk's court budget submitted to the FLCCOC
June 16 & 17	<u>Public Presentations and Workshop</u> with the Board of County Commissioners
July 5	Tentative County budget to BOCC
July 12	Tentative millage rates set by BOCC at advertised Public Hearings
August 12	Court Operational budget re-submitted with State changes for Court Related Budgets
September 1	File budget with the Clerk
September 8 & 22 @5:05 p.m.	<u>Two advertised public hearings</u> and Board of County Commissioners vote/approval of Board related costs
September 30	Clerk of Courts Operations Corporation (CCOC) approves Clerk's Court Budget
October 1, 2016	New Fiscal Year 2017 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 Department Directors 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 approves budget policy for the upcoming fiscal year, including recommendations regarding millage rates, 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 preparing and approving County budgets is prescribed by Florida Statute.

The Clerk's court related budget is submitted to the Clerk of Courts Operation Corporation by June 1<sup>st</sup> 2016 for FY 2017 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 and kept on file in the Accounting Department by September 1 each year per Florida Statute.

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 2017

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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 expenditures). 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 3.0% increase in appropriations from FY 2016 budgets for general wage adjustments. The Clerk's FY 2017 budget incorporates a 2.46% decrease in appropriations when compared to the prior year total 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 2016, the Board authorized \$6,194,900 for Clerk fees for Board functions.
- Funding was also provided for continuation of financial services to the Supervisor of Elections under an intra-local contractual agreement.

### **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 and funding. 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 17 as follows:

<b>Program Component</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>
Cost of Living (COLA)	0%	2%	1.5%	3.0%
Merit Plan	0%	0%	0%	0%
Pay Plan Maintenance	0%	0%	1.5%	0%
<b>Total</b>	0%	2% *	3% **	3% ***

This is the Board of County Commissioners Budget Policy.

\*In FY 15 there was a flat 2% or \$1,000 (whichever is greater) pay plan adjustment for all employees.

\*\*In FY16 there is a 1.5% or \$1,000 (whichever is greater) COLA compensation adjustment for all employees.

\*\*\*In FY17 there is a 3.0% general wage increase for all employees.

In FY 15 there was an increase of 2% or \$1,000 per employee (whichever is greater) for the cost of living adjustments. FY 16 had a 3% overall increase divided equally between cost of living and pay plan maintenance. 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 2017 budget includes a general wage adjustment of 3%.

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

The FY 17 budget reflects a no increase or decrease of FTEs. In service organizations, such as local governments, the majority of costs, relate to salaries and associated fringe benefits.

**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 2017. Continued budgetary reductions hinder our ability to recruit and retain qualified staff.

**Florida Retirement**

The budget for FY 2017 contains a slight increase in the amounts required to pay the FRS for each of the categories including Regular Risk (7.52% employer contribution), Senior Management (21.77%) and Elected Officials (42.47%). Retirement rates are determined by the State of Florida annually based upon actuarial calculations.

**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 who work a minimum of 30 hours per week. 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 implement wellness plans. 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 2017

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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 2017. 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 locally. For the last several years the State has maintained a reserve for Clerk's who may have unforeseen expenditures that are out of their control.

#### **Excess Fees Distribution**

- Excess operating (revenues minus expenses) funds for non-court funds are returned to the Board of County Commissioners at the close of the fiscal year and are budgeted at \$0 for FY 2017. State funds in excess of expenses by statute are required to be returned to the Florida Department of Revenue prior to January 25, 2018. The excess for the State court budget is projected to be \$0 for the FY 2017 budget cycle. In prior years the Clerk has contributed significantly to both the State and the Board (excess fees in FY 2016 of \$890,903 and \$196,634 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 2017 is primarily to fund capital equipment for the Clerk's Management Information Systems (M.I.S) department as well as various software and hardware upgrades and purchases within operating departments. There are no vehicle purchases expected.
- Annual capital expenditure analysis includes assessment of efficiencies gained through enhanced applications compared to the cost of applications including maintenance, or return on investment (ROI) as well as costs of State mandated system changes.

## **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.

Budget amendments to the court budget not affecting the total expenditure budget (re-allocations within the fund) can be made at the discretion of the Clerk. Any amendments to increase or decrease the overall budget are created at the Florida Clerk of Courts Operations Corporation (FLCCOC).

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 modified accrual 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 the Clerk. 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 FY 2017 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: personnel services, operating expenditures and capital outlay. The following is a summary of the budget policy of each of these areas.

- Personnel Services – The department budgets were prepared with no expected increase in full-time positions (FTE's). An increased 3.0% general wage 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 FY 2017. All equipment is reviewed for effectiveness and useful life and replaced only as absolutely necessary.
- Section 28.37, *Florida Statutes*, provides that all revenues from court-related fines, fees, service charges and costs for the period October 1, 2016 through September 30, 2017, 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, 2018.
- 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 2016, we provided \$890,903 to the State in unexpended funds from Court operations and \$196,634 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 not to incur debt. The Clerk's operating funds are "turn back funds" and debt cannot be issued beyond 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 will not issue debt in FY 2017.

## **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 in the fiscal year they are incurred.

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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 revenues 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 revenues from 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*. The Court Services Fund is funded through collections of filing fees, service charges, fines and court costs collected locally. General services department costs are allocated to both court and non-court funds based upon allocation of full time equivalents. This fund 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 fines assessed in the criminal and traffic 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 *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, in lieu of fees being charged.

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. All court excess fees must be transferred to the Department of Revenue for the State of Florida by January 25, 2018 for the County fiscal year ending September 30<sup>th</sup>, 2017. Special Revenue funds are allowed to carry over unspent funds to the next fiscal 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 2017, 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 2014 <u>Actual</u>	FY 2015 <u>Actual</u>	FY 2016 <u>Actual</u>	FY 2017 <u>Budget</u>
Beginning Fund Balance	\$ 2,093,622	\$ 2,389,252	\$ 2,669,518	\$ 2,939,182
Revenues	295,630	280,266	304,538	255,700
Expenditures	-	-	(34,873)	(1,549,400)
Reserves	-	-	-	(1,594,792)
Ending Fund Balance	<u>\$ 2,389,252</u>	<u>\$ 2,669,518</u>	<u>\$ 2,939,182</u>	<u>\$ 50,690</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 2017, 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 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget
Beginning Fund Balance	\$ 2,455,640	\$ 2,387,431	\$ 2,279,383	\$ 1,925,786
Revenues	1,145,890	1,190,572	1,225,927	1,147,600
Expenditures	(1,214,099)	(1,298,620)	(1,579,524)	(2,803,330)
Reserves	-	-	-	(161,853)
Ending Fund Balance	<u>\$ 2,387,431</u>	<u>\$ 2,279,383</u>	<u>\$ 1,925,786</u>	<u>\$ 108,203</u>

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

## **Performance Measurement**

Throughout the year, budget performance is monitored monthly through detailed revenue and expenditure reports generated by the Clerk's Accounting Department. These reports 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 by 7.55 percent in FY 2017. The decrease is primarily due to the projected decrease in court filings and official document recordings during the next budget cycle.

As is presented on Page 50, interest income earned on fees of the Clerk's Office is expected to decrease to a level of \$27,200. The decrease in interest income is due to projected flat interest rates, and the interest on the carry forward (or fund balances) in the Special Revenue Funds being smaller 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 \$223,200 for reserves or five percent of non-court revenues.

The exhibits on pages 48 and 49 summarizes the budgets for FY 2014, FY 2015, FY 2016 and the approved budget for FY 2017 with a comparison of FY 2016 & FY 2017 by dollars and percent change. The expenditure section of this exhibit is further divided into activities by budget category and discussed below.

As indicated by this summary, revenues and other funding sources are expected to decrease by 2.46 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 decrease of 2.46 percent in overall spending for FY 2017 budget, compared to FY 2016 budget, is a result of the reduced court funding from the State of Florida. These decreases are reductions in personnel costs in the Court Services Fund, reducing operating expenditures in the Public Records Modernization fund and the reduced recordings in the general fund. Of the proposed expenditure budget of \$19,573,271, approximately 72 percent is for personnel services, approximately 20 percent is for operating expenses, and approximately 8 percent is for capital expenditures.

The majority of the expenses, which is reflected in personal services, is budgeted at \$14,138,671 (pg. 49) for FY 2017 and represents an increase of \$68,207 or 0.48 percent when compared to FY 2016 budget. This includes the general wage adjustment and retirement costs increases in the current budget cycle offset by unfilled positions.

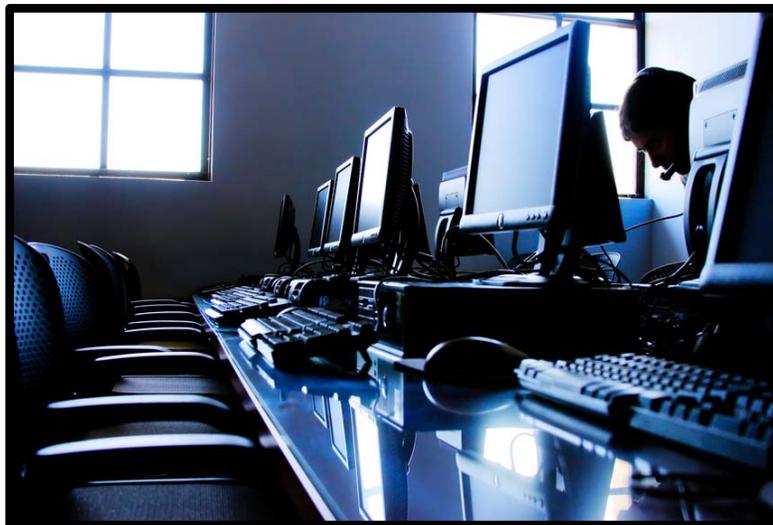
Operating expenditures are \$3,827,700 (pg. 49) or \$230,750 lower than FY 2016 budget for a 5.69 percent decrease. These costs reflect decreased projected legal fees, minor equipment and repair and maintenance costs.

In summary, the FY 2017 expenditure budget reflects an overall decrease of 2.46 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 rates mandated by the County and retirement rates mandated by the State are projected to increase during FY 2017. 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 will receive a general wage adjustment increase of 3.0% in FY 2017. This increase was funded by the Board and Clerk funds.

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 primarily from recording of documents and Board transfers in lieu of fees. 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 2014, FY 2015 and FY2016 saw a positive increase in the momentum of the housing market. We anticipate this trend to continue. However, we have not yet returned to FY 2008 levels. The past several years saw a significant decline in housing foreclosures which were offset by increases in recording revenues.

Court related revenues continue to be of concern due to the instability of the revenue source. The State legislature continues to alter the fee structure reducing revenues retained for clerk's operations. Legislative impacts on local governments' ability to generate revenues are of concern and continue to be monitored. Mandated services without adequate levels of corresponding revenues create additional operational concerns during FY 2017 and beyond.

Employee retention is an area of concern for the Clerk's Office. The current pay plan adjustment of 3.0% is minimal for our area's high cost of living. Businesses are again hiring and it will be difficult to retain professional staff.

A major concern is the state-mandated changes that are done from year to year on Article V court 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 legislative reductions to Clerk's court revenues, while workloads continue, create strains on the Clerk's ability to maintain services statewide.

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. Florida has a very stringent public records law and records retention criteria. During FY 2017, we will continue our program of microfilming court records in order to meet retention requirements set forth by statute and at the same time conserve floor space. Funding for enhancements and/or replacements to existing technologies is limited.

Revenues necessary to sustain advance technologies is critical to improving efficiencies. All Clerks court departments have now migrated to the court case management system.

## CLERK OF COURTS BUDGETED STATEMENT OF OPERATIONS

### Revenues

	2014 Budget	2015 Budget	2016 Budget	2017 Approved	2016 Budget/ 2017 Approved Variance	Percent Change
<b>REVENUES BY CATEGORY:</b>						
<i>Charges for Services</i>						
Fund 011 General Fund	\$ 2,796,900	3,148,100	3,279,100	2,971,700	\$ (307,400)	(9.37%)
Fund 013 Court Services Fund	7,902,700	7,037,653	6,791,264	6,184,241	(607,023)	(8.94%)
Fund 177 Court Technology Trust Fund	1,150,000	1,115,000	1,150,000	1,204,000	54,000	4.70%
Fund 197 Public Records Modernization	275,000	250,000	274,250	265,000	(9,250)	(3.37%)
<i>Total Charges for Services</i>	<u>12,124,600</u>	<u>11,550,753</u>	<u>11,494,614</u>	<u>10,624,941</u>	<u>(869,673)</u>	<u>(7.57%)</u>
<i>Interest Income</i>						
Fund 011 General Fund	21,000	20,000	16,200	14,000	(2,200)	(13.58%)
Fund 013 Court Services Fund	8,200	4,400	4,400	5,000	600	13.64%
Fund 177 Court Technology Trust Fund	-	4,400	3,300	4,000	700	21.21%
Fund 197 Public Records Modernization	2,500	3,900	3,600	4,200	600	16.67%
<i>Total Interest Income</i>	<u>31,700</u>	<u>32,700</u>	<u>27,500</u>	<u>27,200</u>	<u>(300)</u>	<u>(1.09%)</u>
<i>5% Statutory Reduction (non-court)</i>						
Fund 011 General Fund	(140,500)	(148,100)	(147,900)	(149,300)	(1,400)	0.95%
Fund 013 Court Services Fund	-	-	-	-	-	0.00%
Fund 177 Court Technology Trust Fund	(57,500)	(56,000)	(57,700)	(60,400)	(2,700)	4.68%
Fund 197 Public Records Modernization	(13,900)	(12,700)	(12,900)	(13,500)	(600)	4.65%
<i>Total 5% Statutory Reduction</i>	<u>(211,900)</u>	<u>(216,800)</u>	<u>(218,500)</u>	<u>(223,200)</u>	<u>(4,700)</u>	<u>2.15%</u>
<i>Transfers</i>						
Fund 011 General Fund	5,719,500	5,869,500	6,014,400	6,194,900	180,500	3.00%
Fund 013 Court Services Fund	61,838	42,459	-	-	-	0.00%
Fund 177 Court Technology Trust Fund	-	-	-	-	-	0.00%
Fund 197 Public Records Modernization	-	-	-	-	-	0.00%
<i>Total Transfers</i>	<u>5,781,338</u>	<u>5,911,959</u>	<u>6,014,400</u>	<u>6,194,900</u>	<u>180,500</u>	<u>3.00%</u>
<i>Carryforward (Fund Balance)</i>						
Fund 011 General Fund	-	-	-	-	-	0.00%
Fund 013 Court Services Fund	-	-	-	-	-	0.00%
Fund 177 Court Technology Trust Fund	2,227,617	2,055,237	1,931,301	1,817,583	(113,718)	(5.89%)
Fund 197 Public Records Modernization	2,024,526	2,328,494	2,618,828	2,888,492	269,664	10.30%
<i>Total Carryforward</i>	<u>4,252,143</u>	<u>4,383,731</u>	<u>4,550,129</u>	<u>4,706,075</u>	<u>155,946</u>	<u>3.43%</u>
<b>Total Budget</b>	<u>\$ 21,977,881</u>	<u>21,662,343</u>	<u>21,868,143</u>	<u>21,329,916</u>	<u>\$ (538,227)</u>	<u>(2.46%)</u>
<b>BUDGET BY FUND:</b>						
Fund 011 General Fund	8,396,900	8,889,500	9,161,800	9,031,300	\$ (130,500)	(1.42%)
Fund 013 Court Services Fund	7,972,738	7,084,512	6,795,664	6,189,241	(606,423)	(8.92%)
Fund 177 Court Technology Trust Fund	3,320,117	3,118,637	3,026,901	2,965,183	(61,718)	(2.04%)
Fund 197 Public Records Modernization	2,288,126	2,569,694	2,883,778	3,144,192	260,414	9.03%
<b>Total Budget (by Fund)</b>	<u>\$ 21,977,881</u>	<u>21,662,343</u>	<u>21,868,143</u>	<u>21,329,916</u>	<u>\$ (538,227)</u>	<u>(2.46%)</u>

**CLERK OF COURTS BUDGETED STATEMENT OF OPERATIONS**

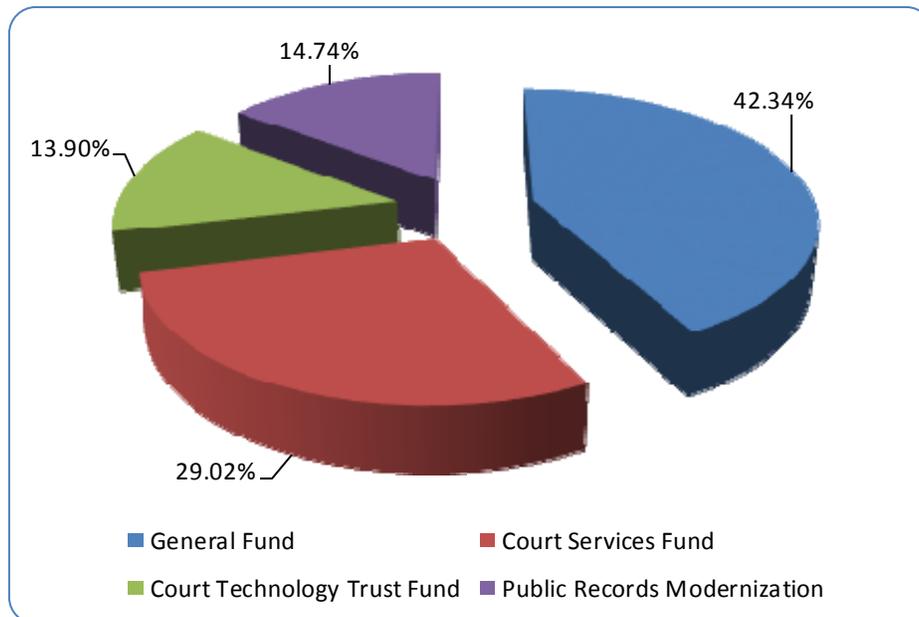
**Expenditures**

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2016 Budget/ 2017 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	\$ 6,320,700	6,754,200	6,644,000	7,219,500	\$ 575,500	8.66%
Fund 013 Court Services Fund	7,307,543	6,559,112	6,290,364	5,762,141	(528,223)	(8.40%)
Fund 177 Court Technology Trust Fund	973,200	989,600	1,136,100	1,157,030	20,930	1.84%
Fund 197 Public Records Modernization	-	-	-	-	-	0.00%
<i>Total Personnel Expenditures</i>	<u>14,601,443</u>	<u>14,302,912</u>	<u>14,070,464</u>	<u>14,138,671</u>	<u>68,207</u>	<u>0.48%</u>
<i>Operating Expenditures</i>						
Fund 011 General Fund	1,893,900	1,908,300	2,094,600	1,587,400	(507,200)	(24.21%)
Fund 013 Court Services Fund	619,342	525,400	505,300	427,100	(78,200)	(15.48%)
Fund 177 Court Technology Trust Fund	1,083,400	1,106,200	968,600	1,378,800	410,200	42.35%
Fund 197 Public Records Modernization	379,300	396,100	489,950	434,400	(55,550)	(11.34%)
<i>Total Operating Expenditures</i>	<u>3,975,942</u>	<u>3,936,000</u>	<u>4,058,450</u>	<u>3,827,700</u>	<u>(230,750)</u>	<u>(5.69%)</u>
<i>Capital Expenditures</i>						
Fund 011 General Fund	182,300	227,000	423,200	224,400	(198,800)	(46.98%)
Fund 013 Court Services Fund	-	-	-	-	-	0.00%
Fund 177 Court Technology Trust Fund	157,600	181,800	136,200	267,500	131,300	96.40%
Fund 197 Public Records Modernization	275,000	228,400	777,500	1,115,000	337,500	43.41%
<i>Total Capital Expenditures</i>	<u>614,900</u>	<u>637,200</u>	<u>1,336,900</u>	<u>1,606,900</u>	<u>270,000</u>	<u>20.20%</u>
<b>Total Expenditures</b>	<u>19,192,285</u>	<u>18,876,112</u>	<u>19,465,814</u>	<u>19,573,271</u>	<u>107,457</u>	<u>0.55%</u>
<i>Reserves/Turnback</i>						
Fund 011 General Fund	-	-	-	-	-	0.00%
Fund 013 Court Services Fund	45,853	-	-	-	-	0.00%
Fund 177 Court Technology Trust Fund	1,105,917	841,037	786,001	161,853	(624,148)	(79.41%)
Fund 197 Public Records Modernization	1,633,826	1,945,194	1,616,328	1,594,792	(21,536)	(1.33%)
<i>Total Reserves/Turnback</i>	<u>2,785,596</u>	<u>2,786,231</u>	<u>2,402,329</u>	<u>1,756,645</u>	<u>(645,684)</u>	<u>(26.88%)</u>
<b>Total Budget</b>	<u>\$ 21,977,881</u>	<u>21,662,343</u>	<u>21,868,143</u>	<u>21,329,916</u>	<u>\$ (538,227)</u>	<u>(2.46%)</u>
<b>BUDGET BY FUND:</b>						
Fund 011 General Fund	8,396,900	8,889,500	9,161,800	9,031,300	\$ (130,500)	(1.42%)
Fund 013 Court Services Fund	7,972,738	7,084,512	6,795,664	6,189,241	(606,423)	(8.92%)
Fund 177 Court Technology Trust Fund	3,320,117	3,118,637	3,026,901	2,965,183	(61,718)	(2.04%)
Fund 197 Public Records Modernization	2,288,126	2,569,694	2,883,778	3,144,192	260,414	9.03%
<b>Total Budget (by Fund)</b>	<u>\$ 21,977,881</u>	<u>21,662,343</u>	<u>21,868,143</u>	<u>21,329,916</u>	<u>\$ (538,227)</u>	<u>(2.46%)</u>

## BUDGET BY FUND

	Fund 011 General Fund	Fund 013 Court Services	Fund 177 Court Technology	Fund 197 Public Records Modernization	Total FY 2017 Budget
<b>Revenues</b>					
Charges for Services	\$ 2,971,700	6,184,241	1,204,000	265,000	\$ 10,624,941
Interest Income	14,000	5,000	4,000	4,200	27,200
5% Statutory Reduction	(149,300)	-	(60,400)	(13,500)	(223,200)
Transfers	6,194,900	-	-	-	6,194,900
Carryforward	-	-	1,817,583	2,888,492	4,706,075
<b>Total Revenues</b>	<b>\$ 9,031,300</b>	<b>6,189,241</b>	<b>2,965,183</b>	<b>3,144,192</b>	<b>\$ 21,329,916</b>
<b>Expenditures</b>					
Personnel Expenditure	\$ 7,219,500	5,762,141	1,157,030	-	\$ 14,138,671
Operating Expenditure	1,587,400	427,100	1,378,800	434,400	3,827,700
Capital Expenditure	224,400	-	267,500	1,115,000	1,606,900
Reserves/Turnback	-	-	161,853	1,594,792	1,756,645
<b>Total Expenditures</b>	<b>\$ 9,031,300</b>	<b>6,189,241</b>	<b>2,965,183</b>	<b>3,144,192</b>	<b>\$ 21,329,916</b>

## FUNDS BY PERCENTAGE



## STAFFING

### PERSONNEL COUNT 2012 - 2017

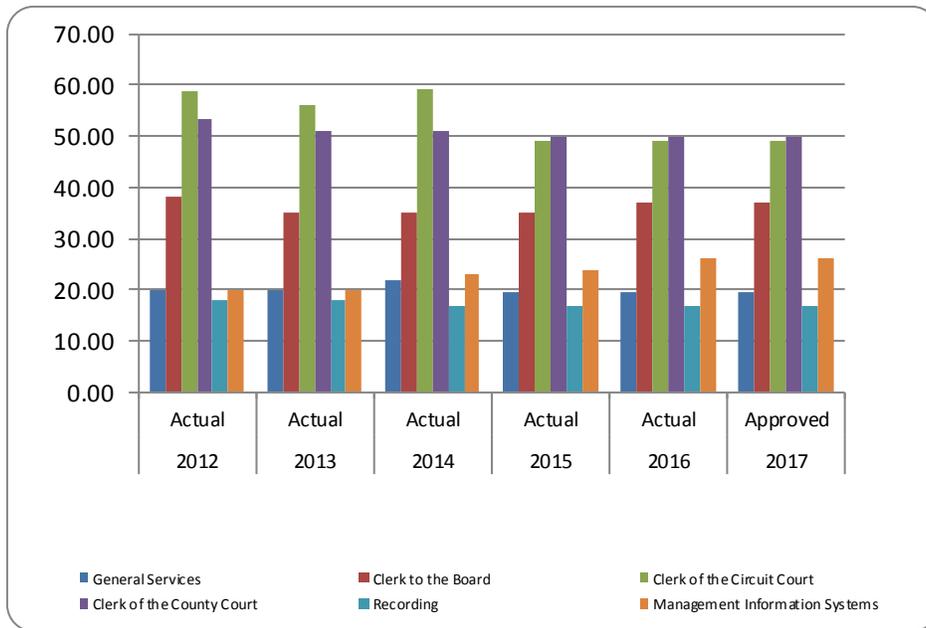
<i>Department</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Approved</i>
General Services	20.00	20.00	22.00	19.60	19.60	19.60
Clerk to the Board	38.00	35.00	35.00	35.00	37.00	37.00
Clerk of the Circuit Court	58.67	56.16	59.16	49.23	49.23	49.23
Clerk of the County Court	53.33	50.84	50.84	49.77	49.77	49.77
Recording	18.00	18.00	17.00	17.00	17.00	17.00
Management Information Systems	20.00	20.00	23.00	24.00	26.00	26.00
 Total Employees	<u>208.00</u>	<u>200.00</u>	<u>207.00</u>	<u>194.60</u>	<u>198.60</u>	<u>198.60</u>

Due to declining court revenues, the Clerk’s staffing levels continue to decline, dropping below FY 2000 levels. Maintaining qualified staff without the ability to maintain parity with the local labor market continues to be a budgetary concern.

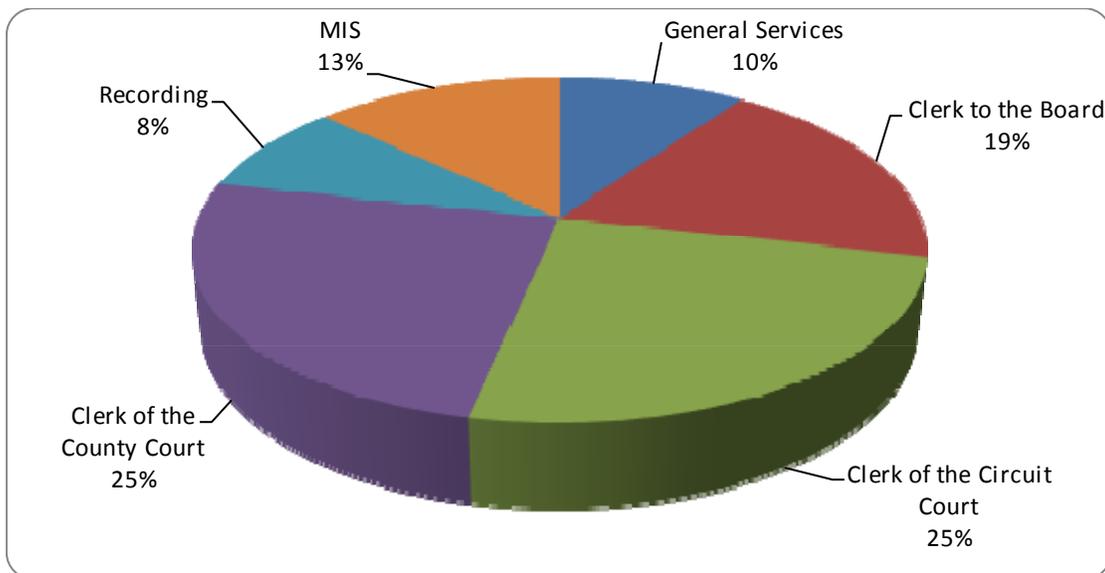
Appropriate staffing levels are critical to the efficient and effective operations of the Clerk’s Office and our ability to meet statutory and other requirements. For FY 2017, the Clerk’s Office has 198.6 authorized positions. This is a 4.7% reduction in force from 2012 levels.

Despite the downturn in staffing, we have through automation, been able to continue to provide all services of the Clerk’s office and anticipate this will continue into the future. Budgeting projections from the Board’s Office of Management and Budget and the Florida Clerk of Courts Operation Corporation, project we will continue to see a steady increase in revenues in the upcoming years. This will largely be facilitated by the expected rise in the permanent population of Collier County.

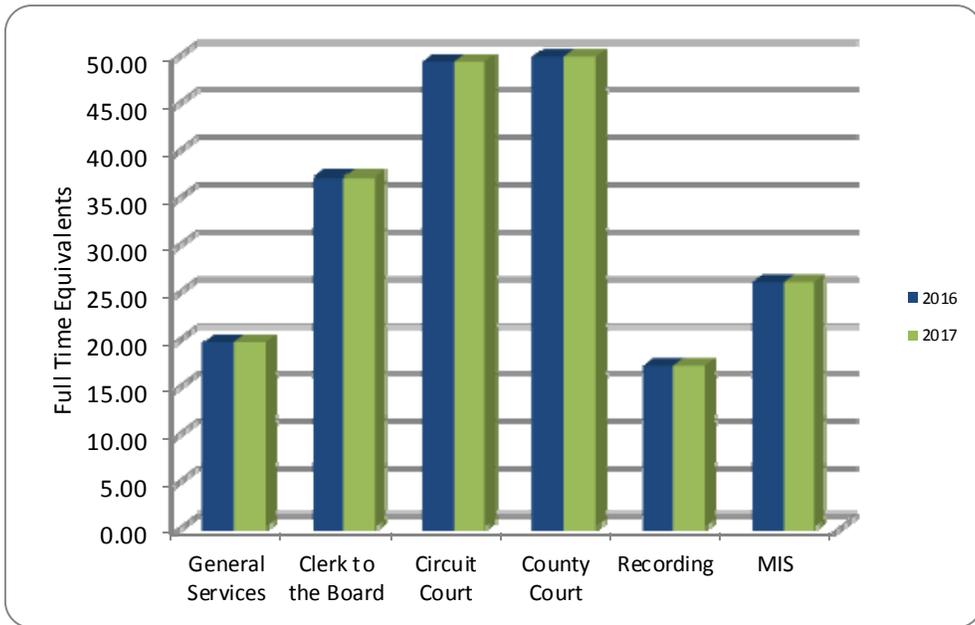
### FULL TIME EQUIVALENTS 2012 - 2017



### PERSONNEL DISTRIBUTION – FISCAL YEAR 2017 STAFFING SUMMARY BY DEPARTMENT AUTHORIZED FULL-TIME EQUIVILANTS



BUDGETED POSITIONS AS COMPARED TO PRIOR YEAR



FISCAL YEAR 2014 – 2017 STAFFING LEVEL COMPARISONS

<u>Department</u>	<u>2014 FTE</u>	<u>2015 FTE</u>	<u>2016 FTE</u>	<u>2017 FTE</u>
<i>General Services</i>				
Clerk's Administration	6.00	6.60	6.60	6.60
Clerk's Bookkeeping	5.00	4.00	4.00	4.00
Internal Audit	7.00	7.00	7.00	7.00
Records Management	4.00	2.00	2.00	2.00
<i>Total Administration and Internal Audit</i>	<u>22.00</u>	<u>19.60</u>	<u>19.60</u>	<u>19.60</u>
<i>Clerk to the Board</i>				
Finance and Accounting	31.00	31.00	33.00	33.00
Board Minutes and Records	4.00	4.00	4.00	4.00
<i>Total Clerk to the Board</i>	<u>35.00</u>	<u>35.00</u>	<u>37.00</u>	<u>37.00</u>
<i>Clerk of the Circuit Court</i>				
Circuit Civil	31.69	22.23	22.23	21.23
Circuit Felony	17.47	18.00	18.00	17.00
SAVE Program	0.00	0.00	0.00	0.00
Jury Management	0.00	0.00	0.00	2.00
Circuit Probate	6.00	6.00	6.00	6.00
Juvenile	4.00	3.00	3.00	3.00
<i>Total Clerk of the Circuit Court</i>	<u>59.16</u>	<u>49.23</u>	<u>49.23</u>	<u>49.23</u>
<i>Clerk of the County Court</i>				
County Satellites	4.00	4.00	4.00	4.00
County Misdemeanor	20.82	21.45	21.45	21.45
County Civil	16.49	13.21	13.21	13.21
County Traffic	9.53	11.11	11.11	11.11
Court Collections	0.00	0.00	0.00	0.00
<i>Total Clerk of the County Court</i>	<u>50.84</u>	<u>49.77</u>	<u>49.77</u>	<u>49.77</u>
<i>Recording</i>	<u>17.00</u>	<u>17.00</u>	<u>17.00</u>	<u>17.00</u>
<i>Management Information Systems</i>	<u>23.00</u>	<u>24.00</u>	<u>26.00</u>	<u>26.00</u>
<i>Total Staff</i>	<u>207.00</u>	<u>194.60</u>	<u>198.60</u>	<u>198.60</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 and 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

<i>Capital</i>	<i>FY2014</i>	<i>FY2015</i>	<i>FY2016</i>	<i>FY2017</i>	<i>FY2018</i>	<i>FY2019</i>	<i>FY2020</i>	<i>FY2021</i>
Desktop Equipment	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ 15,000	\$ 17,000	\$ 20,000
Data Processing Equipment	175,968	217,927	343,682	627,900	350,000	350,000	350,000	350,000
Software	-	8,783	-	972,500	600,000	700,000	700,000	700,000
Office Equipment	4,778	-	3,771	6,500	6,000	6,000	6,000	7,000
Vehicles	-	-	-	-	-	-	30,000	-
<b>Total</b>	<b>\$ 180,746</b>	<b>\$ 226,710</b>	<b>\$ 347,453</b>	<b>\$ 1,606,900</b>	<b>\$ 968,000</b>	<b>\$ 1,071,000</b>	<b>\$ 1,103,000</b>	<b>\$ 1,077,000</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 an estimated useful life of three years. These expenditures are necessary to meet future growth and upgrade requirements based on historical trends. 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 2018 we will begin to replace the desktop equipment of the users who require higher processing capabilities (finance, accounting and the MIS departments.) Going forward, in the remaining years of the schedule, we will be replacing the desktop equipment of the remaining users.

#### 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 optical character recognition (OCR) enhancements are included in the FY 2017 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 data retrieval. This increases our storage capacity as well as enhancing performance of our servers.

Currently the Clerk's Office maintains a disaster recovery site at the Emergency Operations Center (EOC) built by the Board. A disaster recovery site allows us to duplicate our data and programming, but it is not real-time. In case of emergency we have to activate the site. A true "hot site" maintains 24-hour backup and in the event of loss of our main data center would allow users to switch seamlessly to the systems without any lag or delays. 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 major 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. 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. Early in FY 2015 the two remaining departments (County Probation and Child Support) were 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 2017 we are anticipating going live with the OCR software package for our accounts payable department. FY 2017 will also begin 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 stretching into 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 2020. 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 2017. Vehicles typically have a useful life of 6 years.

### Impact of Capital on Other Operating Expenditures

System enhancement 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>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>
Maintenance Costs	\$ 1,328,400	\$ 1,350,000	\$ 1,350,000	\$ 1,375,000	\$ 1,375,000
Training Costs	98,900	120,000	110,000	110,000	110,000
<i>Net Operating Impact</i>	<u>\$ 1,427,300</u>	<u>\$ 1,470,000</u>	<u>\$ 1,460,000</u>	<u>\$ 1,485,000</u>	<u>\$ 1,485,000</u>

Our continued enhancements and upgrades will not only extend the major applications (courts and financial), but will provide ongoing productivity improvements.

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## LONG RANGE FINANCIAL PLANS

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The goals of the Clerk's Office remain: continue current level of services, map the needs of the office and public for record access, evaluate the use of technology to reduce FTEs as they terminate employment.

We are faced with several factors affecting our long range plans. The court revenues are out of the control of the Clerk's Office. We are dependent upon the number of cases filed by individuals and the number of traffic citations written by the Sheriff's Office.

Facilities are constructed, operated and maintained by the Board of County Commissioners (and are not contained in the Clerk's budget).

As explained above in the Capital sections, the Clerk's Office plans for technology enhancements for the agency. Our Management Information Services department creates a long range plan for the agency's technology needs based on input from department directors and industry trends (software integration, hardware, storage, etc.)

With these items noted, we expect a relatively stable non-court and court revenue for the upcoming years. The majority of the housing crisis has passed in Collier County. The court revenues have stabilized (we expect no further declines.) The staffing levels will continue to remain stable. All new positions requested by the BOCC are being funded with the transfer in lieu of fees from Collier County. We are not expecting any large increases in our expenditures in the upcoming years. Our computer infrastructure is budgeted for an upgrade in the current cycle with maintenance and smaller systems being replaced in future years.

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**REVENUE BUDGET SUMMARY**

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## REVENUE POLICY

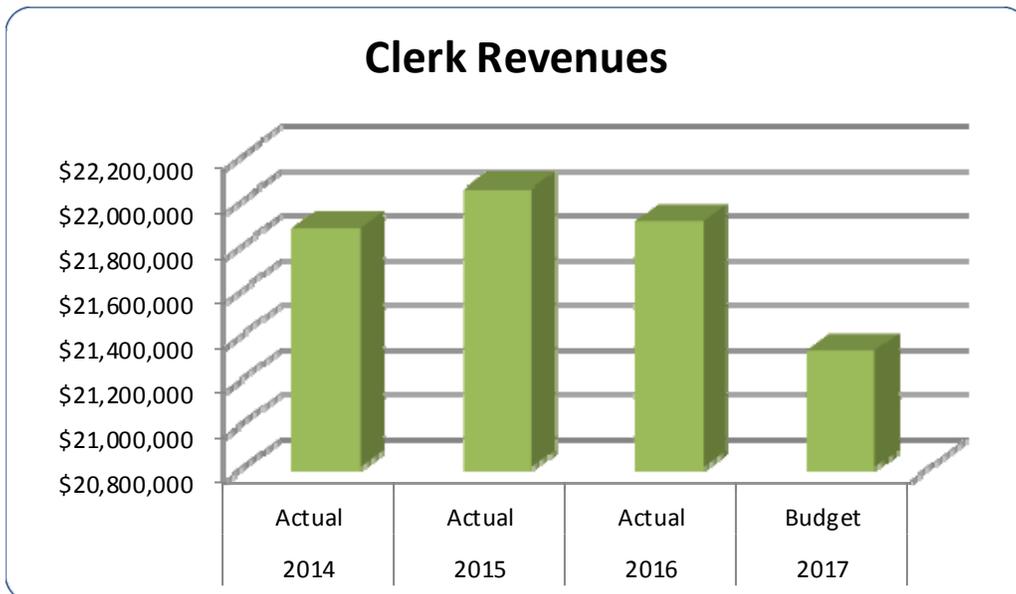
User charges derived by the Clerk for services rendered for court and non-court activities are classified as fees and are available to offset functions of the Clerk’s Office. These fees are collected by the Clerk and are deposited to the Clerk’s General Fund. In addition, the General Fund is supported 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 decrease 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 2014 – 2017

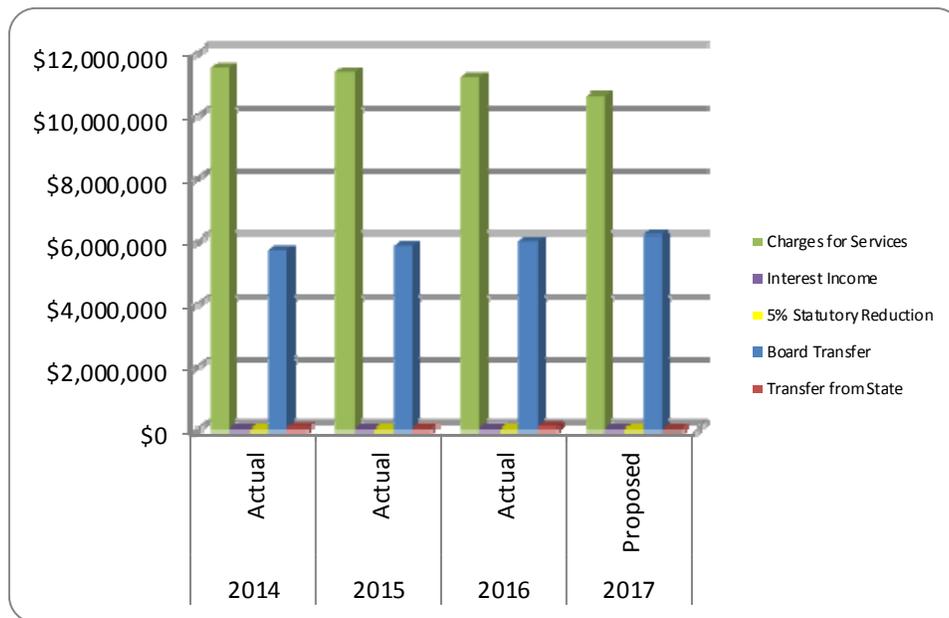
	<i>2014</i> Actual	<i>2015</i> Actual	<i>2016</i> Actual	<i>2017</i> Budget
Clerk Revenue	\$ 21,874,179	\$ 22,051,395	\$ 21,906,777	\$ 21,329,916



<i>Revenues, Carry Forward &amp; Transfers by Major Class</i>	<i>2014 Actual</i>	<i>2015 Actual</i>	<i>2016 Actual</i>	<i>2017 Proposed</i>
Charges for Services	\$ 11,513,970	\$ 11,373,789	\$ 11,226,175	\$ 10,624,941
Carry Forward	4,549,261	4,737,584	4,562,185	4,706,075
Interest Income	29,610	28,063	38,514	27,200
5% Statutory Reduction	-	-	-	(223,200)
Board Transfer	5,719,500	5,869,500	6,014,400	6,194,900
Transfer from State	61,838	42,459	65,503	-
<b>Total Available for Operations</b>	<b>\$ 21,874,179</b>	<b>\$ 22,051,395</b>	<b>\$ 21,906,777</b>	<b>\$ 21,329,916</b>

The increase in Board Transfer is a result of Board budget policy authorized the Clerk to provide for the general wage adjustment for personnel. The BOCC requested only small increases across the county as part of budget policy, while trying to maintain a flat budget overall. The Clerk met this policy.

### Revenues by Major Category



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## KEY REVENUE SOURCES

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### Key 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

**Recording:** Fees paid to the Clerk for recording the official records of Collier County and collecting documentary stamp 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.

**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 was 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 2017 reflects a decrease from the prior year budget due to the overall reduction of all state budgets.

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

- Board Transfer – Transfer in lieu of fees to cover Finance, Board Minutes and Records, and certain statutorily mandated court costs. The proposed Board of County Commissioners transfer of \$6,194,900 funds costs of services provided to the Board.

**Miscellaneous:** Revenue from sources not otherwise provided for above.

- Interest: Cash balances are expected to remain stable in FY 2017. All revenues above 1/12<sup>th</sup> of our annual court budget are remitted monthly to the State, reducing our cash on hand and interest earned. An interest decrease is expected on General Fund as revenues for recording are expected to be lower.

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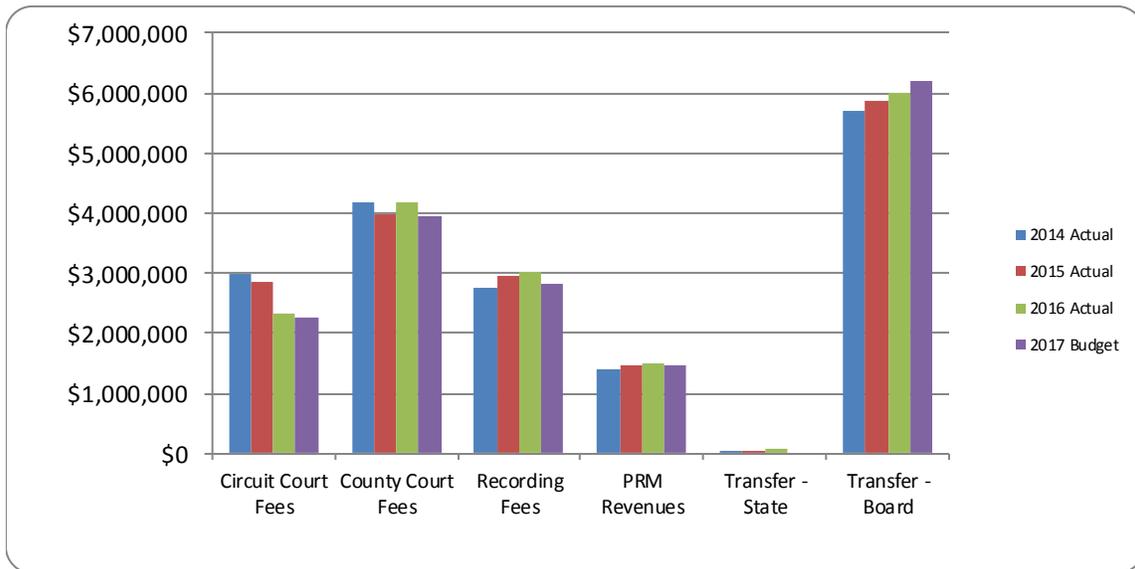
## ASSUMPTIONS FOR REVENUE ESTIMATES

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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. The court activities are funded through the collection of fees, fines, court costs and service charges.
  
- Clerk to the Board – Based upon estimated costs of services to the Board for personnel, operating and capital for the accounting, audit, minutes and records departments.
  
- Special Revenue Funds are linked directly to the statute changes in Article V for the court system. Each recorded document and 10% of all criminal and traffic fines provide the revenues for these funds.

## SIGNIFICANT REVENUE TRENDS



**Clerk of the Circuit and County Court State Authorized Fees, Cost, Service Charges:** The court activities are funded through the collection of fees, fines, court costs and service charges. We are projecting a slight decline in the circuit and county fees.

**Recording and Documentary Stamp Fees:** These fees combined are expected to slightly decrease in FY 2017 to \$2,840,900 approximately 5% lower than the FY 2016 actual levels.

**Public Records Modernization Fees:** These fees are directly tied to the recording fees mentioned above. An additional small amount comes from the fines incurred on criminal and traffic offenses.

**Transfer from the State:** These funds are for special revenue sources from the State of Florida for jury management and foreclosure case processing.

**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 \$6,194,900 for the payment of these costs in FY 2017, an increase of 3.0% from the FY 2016 budget.

## REVENUE HISTORY AND FORECASTS BY DIVISIONS

<b>Description</b>	<b>2014 Actual</b>	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Budget</b>
<b>General Administration:</b>				
Copies	\$ 5,502	782	213	\$ 300
Administrative Fee	51,354	50,147	73,182	52,500
Miscellaneous Fees and Charges	10,210	11,331	14,980	11,000
<b>Total General Administration</b>	<b>67,066</b>	<b>62,260</b>	<b>88,375</b>	<b>63,800</b>
<b>Clerk to the Board:</b>				
Copies	10,334	20,532	20,528	12,000
Lobbyist Registration Fees	4,100	3,725	4,650	1,500
Miscellaneous	14,804	16,585	18,658	8,500
<b>Total Clerk to the Board</b>	<b>29,238</b>	<b>40,842</b>	<b>43,836</b>	<b>22,000</b>
<b>Clerk of the Circuit Court:</b>				
State Authorized Fees, Cost, Service Charges	2,996,562	2,859,719	2,342,628	2,261,100
<b>Clerk of the County Court:</b>				
State Authorized Fees, Cost, Service Charges	4,199,452	3,978,627	4,198,434	3,953,141
<b>Recording:</b>				
User Fees	2,744,706	2,953,556	3,017,286	2,840,900
<b>Management Information Systems:</b>				
User Fees	82,857	15,597	16,310	15,000
<b>Interest Income</b>				
General Administration	16,916	13,701	15,209	14,000
Court Services Fund	4,363	6,713	12,146	5,000
Public Records Modernization (PRM)	8,331	7,649	11,159	8,200
	29,610	28,063	38,514	27,200
<b>Public Records Modernization (PRM)</b>				
Charges for Services	1,394,089	1,463,188	1,519,306	1,469,000
<b>Total Service Charges</b>				
	11,543,580	11,401,852	11,264,689	10,652,141
5% Statutory Reduction (non-court)	-	-	-	(223,200)
<b>Net Service Charges and Interest</b>	<b>11,543,580</b>	<b>11,401,852</b>	<b>11,264,689</b>	<b>10,428,941</b>
Board Transfer	5,719,500	5,869,500	6,014,400	6,194,900
State of Florida Transfer	61,838	42,459	65,503	-
Carry forward PRM	-	-	-	4,706,075
<b>Total</b>	<b>\$ 17,324,918</b>	<b>\$ 17,313,811</b>	<b>\$ 17,344,592</b>	<b>\$ 21,329,916</b>

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 Services	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 2014 – 2016 AND BUDGET 2017

Department/Object Class	2014 Actuals	2015 Actuals	2016 Actuals	2017 Budget
<b>General Services</b>				
Personnel Services	\$ 1,600,969	1,563,069	1,431,029	\$ 1,735,611
Operating Expense	343,730	477,678	684,017	386,600
Capital Outlay	-	-	-	-
<b>Total</b>	<b>1,944,699</b>	<b>2,040,747</b>	<b>2,115,046</b>	<b>2,122,211</b>
<b>Clerk to the Board</b>				
Personnel Services	2,768,873	2,891,801	2,985,671	3,194,800
Operating Expense	165,070	183,090	211,228	289,700
Capital Outlay	-	-	-	6,500
<b>Total</b>	<b>2,933,943</b>	<b>3,074,891</b>	<b>3,196,899</b>	<b>3,491,000</b>
<b>Clerk of the Circuit Court</b>				
Personnel Services	2,908,528	2,800,462	2,662,046	2,861,275
Operating Expense	239,451	229,577	218,307	333,200
<b>Total</b>	<b>3,147,979</b>	<b>3,030,039</b>	<b>2,880,353</b>	<b>3,194,475</b>
<b>Clerk of the County Court</b>				
Personnel Services	2,790,301	2,622,088	2,476,749	2,556,555
Operating Expense	124,008	132,922	140,336	176,300
<b>Total</b>	<b>2,914,309</b>	<b>2,755,010</b>	<b>2,617,085</b>	<b>2,732,855</b>
<b>Recording</b>				
Personnel Services	1,139,122	1,152,497	1,158,976	1,197,700
Operating Expense	101,407	79,769	67,491	96,700
Capital Outlay	-	-	-	-
<b>Total</b>	<b>1,240,529</b>	<b>1,232,266</b>	<b>1,226,467</b>	<b>1,294,400</b>
<b>Management Information Systems</b>				
Personnel Services	1,274,974	1,271,594	1,309,666	1,435,700
Operating Expense	959,953	998,480	1,036,045	732,000
Capital Outlay	180,746	226,710	345,030	217,900
<b>Total</b>	<b>2,415,673</b>	<b>2,496,784</b>	<b>2,690,741</b>	<b>2,385,600</b>
<b>Public Records Modernization Funds</b>				
Personnel Services	818,956	872,969	1,004,902	1,157,030
Operating Expense	395,143	425,651	607,072	1,813,200
Capital Outlay	-	-	2,423	1,382,500
Reserves	-	-	-	1,756,645
<b>Total</b>	<b>1,214,099</b>	<b>1,298,620</b>	<b>1,614,397</b>	<b>4,352,730</b>
<b>Summary</b>				
Personnel Services	13,301,723	13,174,480	13,029,039	14,138,671
Operating Expense	2,328,762	2,527,167	2,964,496	3,827,700
Capital Outlay	180,746	226,710	347,453	1,606,900
Reserves	-	-	-	1,756,645
<b>Total Expenditures</b>	<b>\$ 15,811,231</b>	<b>15,928,357</b>	<b>16,340,988</b>	<b>\$ 21,329,916</b>

Operating and capital expenditures in the Public Records Modernization Funds have increased as we have budgeted to purchase new recording and tax deed software in this budget.

EXPENDITURES BY MAJOR CATEGORIES

<b>EXPENDITURES</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>MAJOR CATEGORIES:</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>
<i>Personnel Expenditures</i>				
Salaries	\$ 9,196,047	9,143,002	9,089,549	\$ 9,753,720
Retirement	738,661	754,154	750,024	889,655
Health	2,625,454	2,455,206	2,412,301	2,614,456
Other Benefits	741,561	822,119	777,165	880,840
<i>Total Personnel Expenditures</i>	13,301,723	13,174,480	13,029,039	14,138,671
<i>Operating Expenditures</i>				
Legal	198,278	336,368	515,345	150,000
Contractual	153,086	217,611	255,256	691,800
Travel	18,322	20,033	16,182	77,600
Telephone	149,233	133,724	150,215	177,000
Postage/Freight	133,894	116,131	99,337	132,200
Equipment/Maintenance	904,806	869,890	1,004,989	1,328,400
Other	771,143	833,411	923,172	1,270,700
<i>Total Operating Expenditures</i>	2,328,762	2,527,167	2,964,496	3,827,700
<i>Capital Expenditures</i>				
Equipment	180,746	217,927	347,453	634,400
Software	-	8,783	-	972,500
Other	0	0	-	-
<i>Total Capital Expenditures</i>	180,746	226,710	347,453	1,606,900
<i>Reserves</i>	-	-	-	1,756,645
<i>Total Expenditures</i>	<u>\$ 15,811,231</u>	<u>15,928,357</u>	<u>16,340,988</u>	<u>\$ 21,329,916</u>

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. There is an overall increase in the personnel costs due to the general wage adjustment and increasing retirement and insurance rates. In the last two years the rates have jumped dramatically for the Clerk's Office for the cost of retirement. 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.

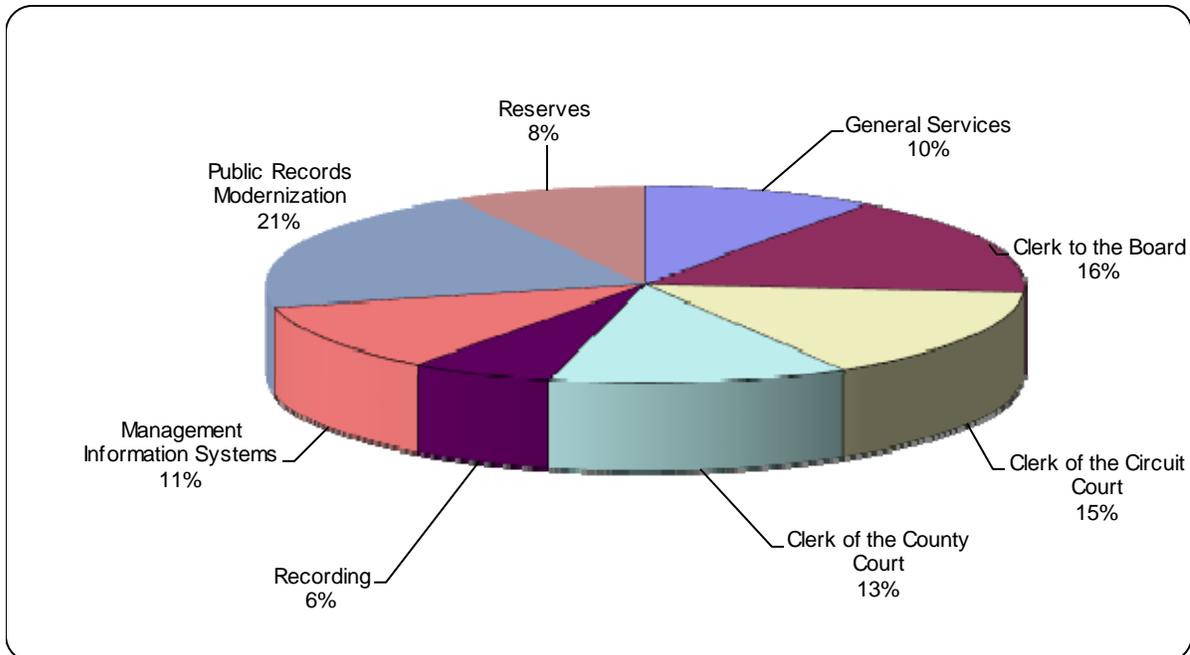
The other large increase is in health benefits. The Clerk participates in the Board of County Commissioners health plan. Participation rates are determined by the Board.

Equipment and equipment maintenance are also budgeted to increase due to the budgeted purchase of recording and tax deed software. Capital expenditures are anticipated to increase with the purchase of more automation for the Clerk's office.

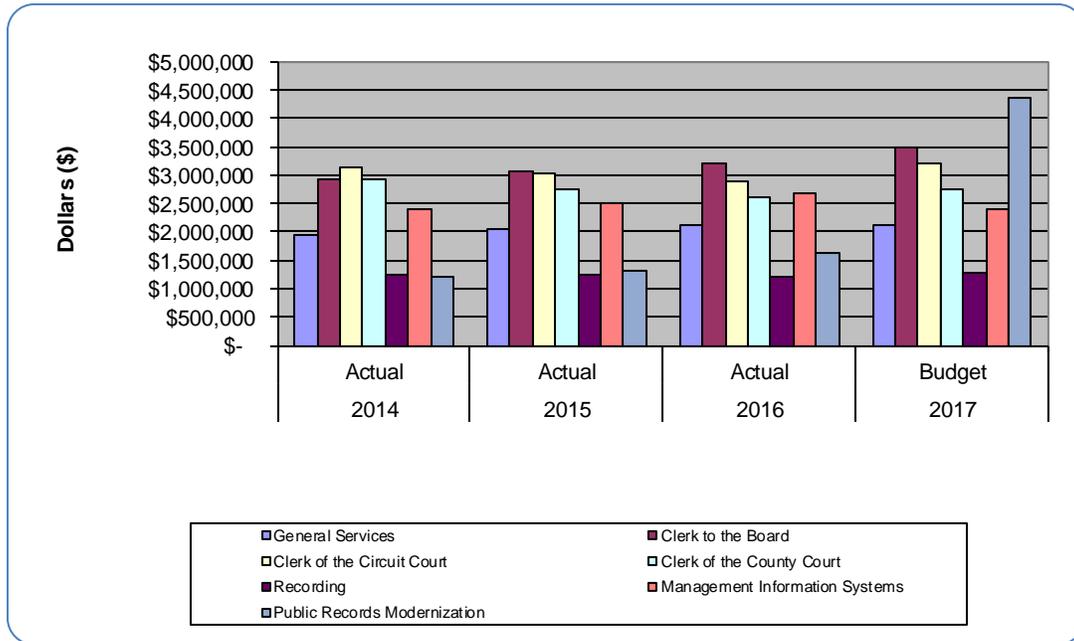
APPROPRIATIONS 2014 - 2017

All Funds Presentation By Function	2014 Actual	2015 Actual	2016 Actual	2017 Budget
General Services	\$ 1,944,699	\$ 2,040,747	\$ 2,115,046	\$ 2,122,211
Clerk to the Board	2,933,943	3,074,891	3,196,899	3,491,000
Clerk of the Circuit Court	3,147,979	3,030,039	2,880,353	3,194,475
Clerk of the County Court	2,914,309	2,755,010	2,617,085	2,732,855
Recording	1,240,529	1,232,266	1,226,467	1,294,400
Management Information Systems	2,415,673	2,496,784	2,690,741	2,385,600
Public Records Modernization	1,214,099	1,298,620	1,614,397	4,352,730
Reserves	-	-	-	1,756,645
<b>Total</b>	<b>\$ 15,811,231</b>	<b>\$ 15,928,357</b>	<b>\$ 16,340,988</b>	<b>\$ 21,329,916</b>

2017 APPROPRIATIONS ALLOCATION



## HISTORY OF EXPENDITURES BY DIVISION



## CAPITAL BUDGETS BY DIVISION

Capital Outlay - General Fund	2014 Actual	2015 Actual	2016 Actual	2017 Budget	Variance
General Services	\$ -	\$ -	\$ -	\$ -	\$ -
Clerk of the Board	-	-	-	6,500	6,500
Clerk of the Circuit Court	-	-	-	-	-
Clerk of the County Court	-	-	-	-	-
Recording	-	-	-	-	-
Management Information Systems	180,746	226,710	345,030	217,900	(127,130)
Public Records Modernization	-	-	2,423	1,382,500	1,380,077
<b>Total</b>	<b>\$ 180,746</b>	<b>\$ 226,710</b>	<b>\$ 347,453</b>	<b>\$ 1,606,900</b>	<b>\$ 1,259,447</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 70-80% of total expenditures. We do not anticipate any significant drop in our staffing levels or workload for this budget cycle.
- A 3.0% general wage adjustment was instituted to follow BOCC guidelines to maintain pay plan equity.
- The Florida State Retirement System increased the rates for all classes of employees on July 1, 2015. Employees contribute 3% toward their State retirement plan.
- Operating expenses projected by the departments are to remain relatively stable.
- Capital expenditures will increase in FY 2017 reflecting the increased need for image storage drive computer equipment. The planned purchase of recording and tax deed software will also increase the capital expenditures.
- Based upon BOCC budget guidance the non-court budget was created with a maximum 2.5% increase in expenditures from the prior year's budget. Our budget submittal for the non-court budget was a decrease in the budget by 1.42%. The Clerk's non-court budget for FY 2017 is 79.94% personnel services.
- The State court budget was again reduced to \$6,189,241 or 8.92% from the final FY 2016 budget, which itself had been reduced during last fiscal year, based upon Florida Clerk of Courts Operations Corporation budget directives and anticipated revenues.

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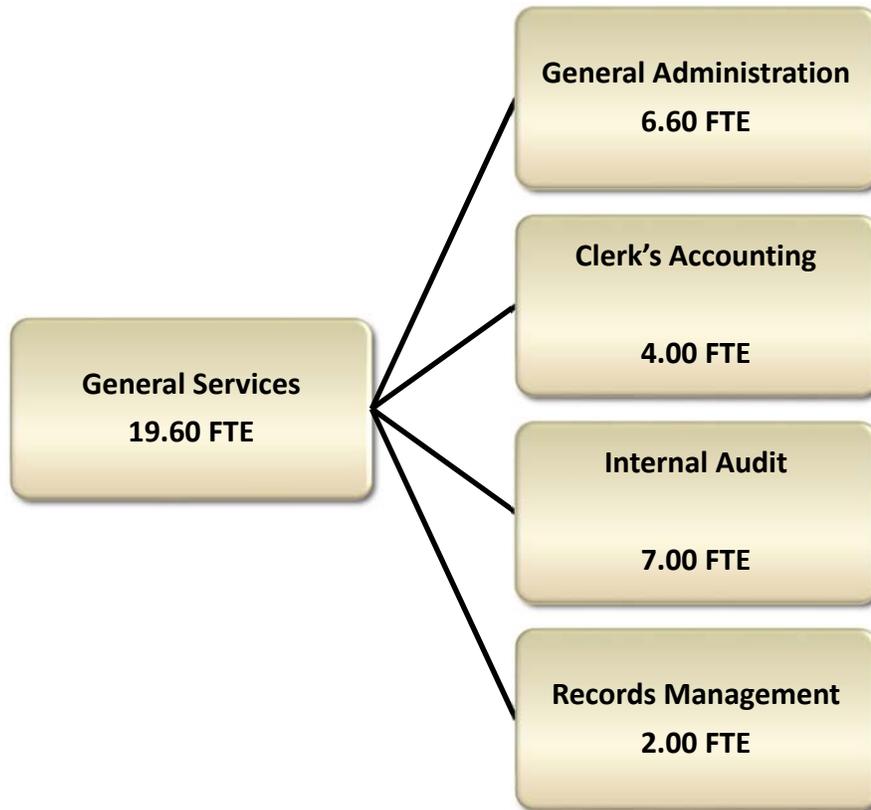
**DEPARTMENT BUDGET DETAILS**

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**GENERAL SERVICES**

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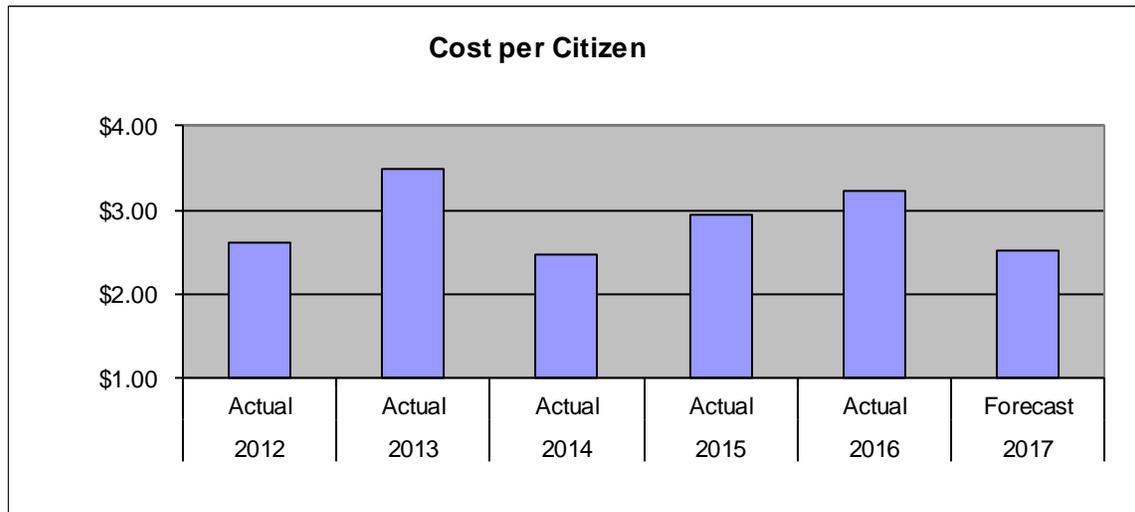
## GENERAL SERVICES – CLERK’S ADMINISTRATION

The Clerk’s General Services 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 2016:

- 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 on the Clerk’s website;
- Wrote and produced instructional video/test scripts;
- Received over 5,000 “hits” per day to the enhanced Clerk’s Website;
- Expanded Community Outreach efforts through new services, online educational curriculum and public relations handouts;
- Converted all personnel records to electronic format;
- Initiated public education and awareness process for Sunshine Week in Collier County;
- Provided training to supervisory staff (including Recording and Human Resources Directors becoming Certified Public Managers); and
- Organized approximately 5 outreach activities for the general public demonstrating the services available and 20 speaking engagements 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 SERVICES – CLERK’S ADMINISTRATION**

<b>Appropriation Unit</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Current</b>	<b>FY 2017 Expanded</b>	<b>FY 2017 Proposed</b>	<b>Increase/ (Decrease)</b>	<b>Percent Change</b>
<b>General Fund 011</b>								
Personnel Services	\$ 337,280	326,300	326,111	357,400	-	357,400	31,100	9.53%
Operating Expenses	363,635	536,200	536,167	204,300	-	204,300	(331,900)	(61.90%)
Capital Expenses	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>700,915</b>	<b>862,500</b>	<b>862,278</b>	<b>561,700</b>	<b>-</b>	<b>561,700</b>	<b>(300,800)</b>	<b>(34.88%)</b>
Permanent Positions	3.27	3.27	3.27	3.27	-	3.27	-	0.00%
<b>Court Services Fund 013</b>								
Personnel Services	293,011	328,400	251,408	321,911	-	321,911	(6,489)	(1.98%)
Operating Expenses	13,710	28,300	17,490	18,700	-	18,700	(9,600)	(33.92%)
Capital Expenses	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>306,721</b>	<b>356,700</b>	<b>268,898</b>	<b>340,611</b>	<b>-</b>	<b>340,611</b>	<b>(16,089)</b>	<b>(4.51%)</b>
Permanent Positions	3.33	3.33	3.33	3.33	-	3.33	-	0.00%
<b>Total All Funding Sources</b>								
Personnel Services	630,291	654,700	577,519	679,311	-	679,311	24,611	3.76%
Operating Expenses	377,345	564,500	553,657	223,000	-	223,000	(341,500)	(60.50%)
Capital Expenses	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 1,007,636</b>	<b>1,219,200</b>	<b>1,131,176</b>	<b>902,311</b>	<b>-</b>	<b>902,311</b>	<b>(316,889)</b>	<b>(25.99%)</b>
Permanent Positions	6.60	6.60	6.60	6.60	-	6.60	-	0.00%

**BUDGET HIGHLIGHTS:**

Actual FY 2016:

- Litigation involving the Clerk of Courts concerning eminent domain interest rights and purchasing issues with the Board increased in FY 2016.

Current FY 2017:

- The FY 2017 budget represents a decrease of \$316,889 or 25.99% when compared to the FY 2016 budget. Personnel costs slightly increased as a result of the wage increases. The expected reduction in litigation fees is the majority of the reduction in operating expenses.

Expanded FY 2017:

- There are no expanded positions and services planned for FY 2017 budget.

**Key Objectives for 2017:**

- Provide for the general management of the Clerk’s departments.
- Maintain and update 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, and improve employee engagement resulting in a decrease in turnover not due to retirement.
- 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 2017:**

- 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.
- 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.
- Increase employee engagement and satisfaction through recognition programs and enhanced communication with staff.

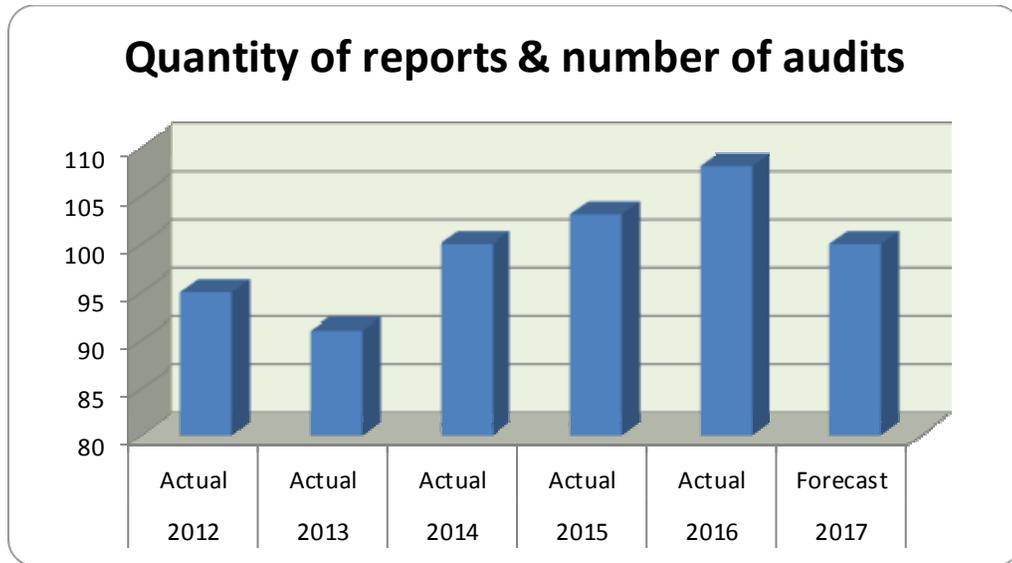
## GENERAL SERVICES – CLERK’S ACCOUNTING

Clerk’s Accounting provides financial services to the Clerk’s Office to ensure that each department effectively and efficiently accomplishes their stated goals. All financial reporting and mandated court reporting is prepared by the Clerk’s Accounting department and sent 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.)

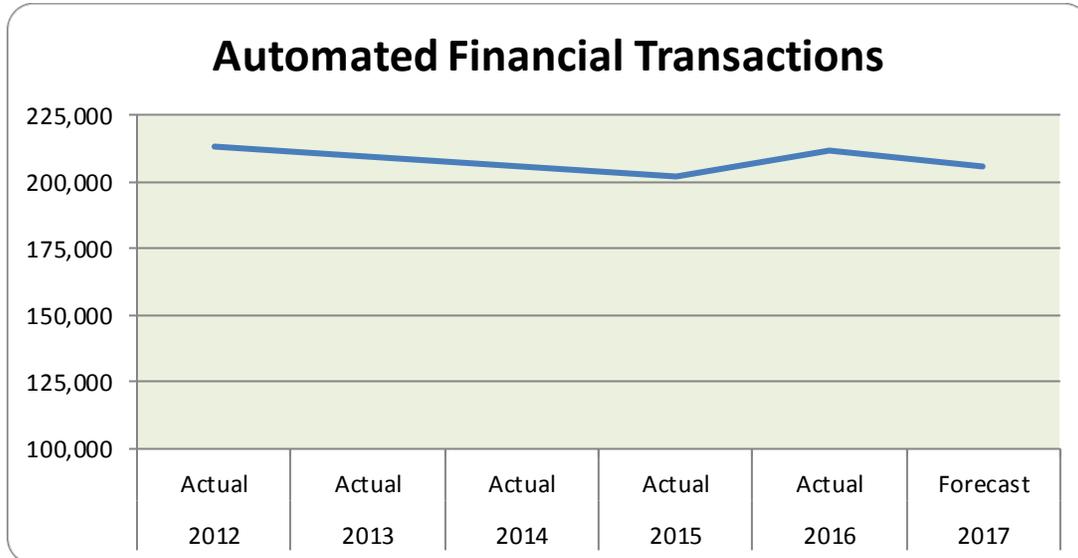
### Major Accomplishments Fiscal Year 2016:

- 100% timely reporting to all required agencies and Board of County Commissioners.
- Received the GFOA Distinguished Budget Award for the thirteenth consecutive year.
- Completed all audits with no audit comments.
- Provided cash management.
- Provided ongoing reporting to all departments.
- Provided support for court and accounts payable system conversions and continued SAP interfaces.
- Provided timely responses to surveys and data requests.
- Reduced the number of reports required (foreclosures and corrective action plans not needed since state standards were met in all categories.)
- Complete transfer of child support processing to the State of Florida.

### Workload:



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



### GENERAL SERVICES - CLERK'S ACCOUNTING

Appropriation Unit	FY 2015 Actual	FY 2016 Budget	FY 2016 Actual	FY 2017 Current	FY 2017 Expanded	FY 2017 Proposed	Increase/ (Decrease)	Percent Change
<b>General Fund 011</b>								
Personnel Services	\$ 169,226	130,800	123,869	139,100	-	139,100	8,300	6.35%
Operating Expenses	22,772	32,800	32,734	34,800	-	34,800	2,000	6.10%
Capital Expenses	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>191,998</b>	<b>163,600</b>	<b>156,603</b>	<b>173,900</b>	<b>-</b>	<b>173,900</b>	<b>10,300</b>	<b>6.30%</b>
Permanent Positions	1.98	1.98	1.98	1.98	-	1.98	-	0.00%
<b>Court Services Fund 013</b>								
Personnel Services	173,952	130,100	124,713	146,900	-	146,900	16,800	12.91%
Operating Expenses	16,142	28,400	25,756	31,800	-	31,800	3,400	11.97%
Capital Expenses	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>190,094</b>	<b>158,500</b>	<b>150,469</b>	<b>178,700</b>	<b>-</b>	<b>178,700</b>	<b>20,200</b>	<b>12.74%</b>
Permanent Positions	2.02	2.02	2.02	2.02	-	2.02	-	0.00%
<b>Total All Funding Sources</b>								
Personnel Services	343,178	260,900	248,582	286,000	-	286,000	25,100	9.62%
Operating Expenses	38,914	61,200	58,490	66,600	-	66,600	5,400	8.82%
Capital Expenses	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 382,092</b>	<b>322,100</b>	<b>307,072</b>	<b>352,600</b>	<b>-</b>	<b>352,600</b>	<b>30,500</b>	<b>9.47%</b>
Permanent Positions	4.00	4.00	4.00	4.00	-	4.00	-	0.00%

**Budget Highlights:**

Actual FY 2016:

- Total expenditures for the FY 2016 are \$15,028 or 4.67 percent less than budgeted due to savings in personal services from a retired employee being replaced by a contract worker.

Current FY 2017:

- The FY 2017 budget represents an increase of \$30,500 or 9.47 percent when compared to the FY 2016 budget. This increase is the expected replacement of the contract worker with a full time employee during the fiscal year. The allocations are based on the amount of time spent processing activities for the accounting department.

Expanded FY 2017:

- There are no expanded positions or programs included in the FY 2017 budget.

**Key Objectives for 2017:**

- 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.
- Monitor 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 2017:**

- 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.
- Assist, test and implement the credit card payment system for criminal cases.
- Implement systems integration for additional credit cards and collections interfaces.
- Work with our banking representatives to streamline cash interfaces through scanning and technologies becoming available.

## GENERAL SERVICES – 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.

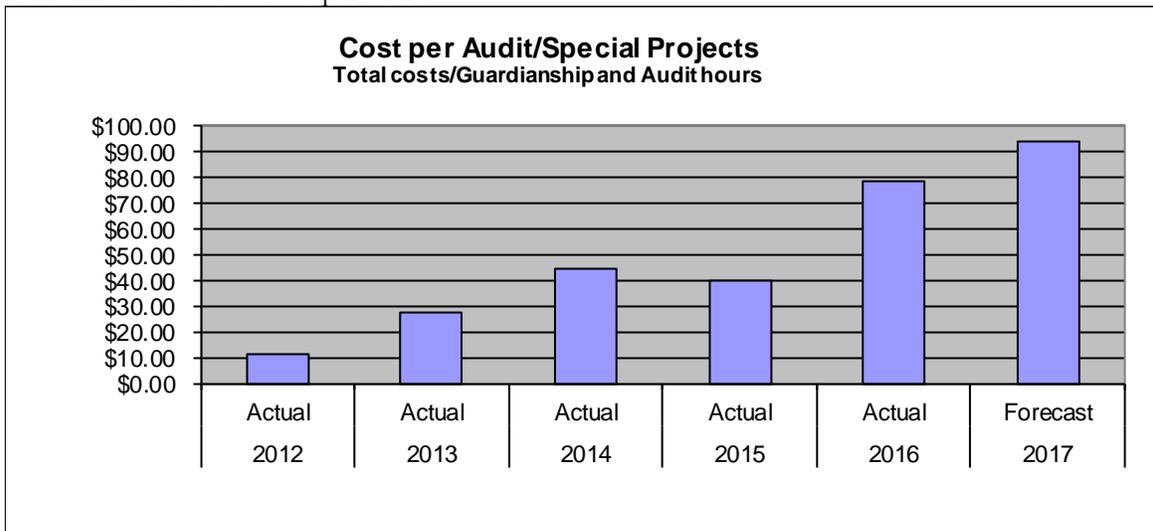
### Major Accomplishments Fiscal Year 2015:

- Increased the completion of audit reports, guardianship audits and special projects by 23 projects.
- Continued to build positive working relationships with the Clerk of Courts personnel and the Board of County Commissioner Departments.
- Updated internal audit work plan outlining costs and projects.

### Workload:

	2012 <u>Actual</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Forecast</u>
Number of audits/special projects	51	50	37	60	37	40
Number audit/special project hours	7614	7967	8387	11712	5814	6400
Number of Guardianship Audits	731	780	720	721	781	850

### Performance: Reduce cost per audit.



## GENERAL SERVICES - INTERNAL AUDIT

Appropriation Unit	FY 2015	FY 2016	FY 2016	FY 2017	FY 2017	FY 2017	Increase/	Percent
General Fund 011	Actual	Budget	Actual	Current	Expanded	Proposed	(Decrease)	Change
Personnel Services	\$ 382,570	396,200	395,786	545,600	-	545,600	149,400	37.71%
Operating Expenses	18,199	23,700	23,615	32,000	-	32,000	8,300	35.02%
Capital Expenses	-	-	-	-	-	-	-	0.00%
Total Appropriations	400,769	419,900	419,401	577,600	-	577,600	157,700	37.56%
Permanent Positions	6.00	6.00	6.00	6.00	-	6.00	-	0.00%
<b>Court Services Fund 013</b>								
Personnel Services	96,714	99,900	97,022	102,000	-	102,000	2,100	2.10%
Operating Expenses	-	100	-	1,900	-	1,900	1,800	1800.00%
Capital Expenses	-	-	-	-	-	-	-	0.00%
Total Appropriations	96,714	100,000	97,022	103,900	-	103,900	3,900	3.90%
Permanent Positions	1.00	1.00	1.00	1.00	-	1.00	-	0.00%
<b>Total All Funding Sources</b>								
Personnel Services	479,284	496,100	492,808	647,600	-	647,600	151,500	30.54%
Operating Expenses	18,199	23,800	23,615	33,900	-	33,900	10,100	42.44%
Capital Expenses	-	-	-	-	-	-	-	0.00%
Total Appropriations	\$ 497,483	519,900	516,423	681,500	-	681,500	161,600	31.08%
Permanent Positions	7.00	7.00	7.00	7.00	-	7.00	-	0.00%

### Budget Highlights:

Actual FY 2016:

- The expenditures for FY 2016 are \$3,477 or 0.67 percent less than the budget.

Proposed FY 2017:

- The FY 2017 budget reflects an increase of approximately \$161,600 or 31.08 percent, when compared to the previous fiscal cycle. This is the result of the office being fully staffed for the year and the general wage adjustments for the fiscal year.

Expanded FY 2017:

- There are no expanded positions and services planned for FY 2017 budget.

### Key Objectives for 2017:

- 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 of Court Operations including review of the reliability and integrity of information, compliance with fiscal policies and regulations, the safeguarding of assets and promoting the efficient use of resources.
- Provide guardianship audits required by Florida Statute 744.368; applying procedures to the annual inventory and accounting of assets reports filed by Court appointed guardians. A nominal statutory fee is received by the Clerk's Office for guardianship audits.
- Deliver consistent high quality audit plans while maintaining the ability to respond to change. The department promotes adequate systems of internal controls and contract compliance.

- Increase awareness and understanding of emerging issues regarding Internal Audit including: promote the expansion of staff knowledge, increase auditors' efficiency and effectiveness, provide customer valued audit services and maintain and respond to the Fraud Hotline.

**Major Goals Fiscal Year 2017:**

- Provide auditing services to the Board of County Commissioners including reviews of reliability and integrity on information, compliance with fiscal policies and regulations and the safeguarding of county assets.
- Provide guardianship audits required by the *Florida Statutes* applying procedures to the annual inventory and accounting of assets reports filed by court appointed guardians.
- Provide auditing services for Clerk of Court Operations including review of reliability and integrity of information, compliance with fiscal policies and regulations, safeguarding of assets and promoting the economical and efficient use of resources.
- 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.
- Reduce the number of hours to complete audits and reviews through enhanced training, standardized processes and increased use of technology.

## GENERAL SERVICES – 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 2016:

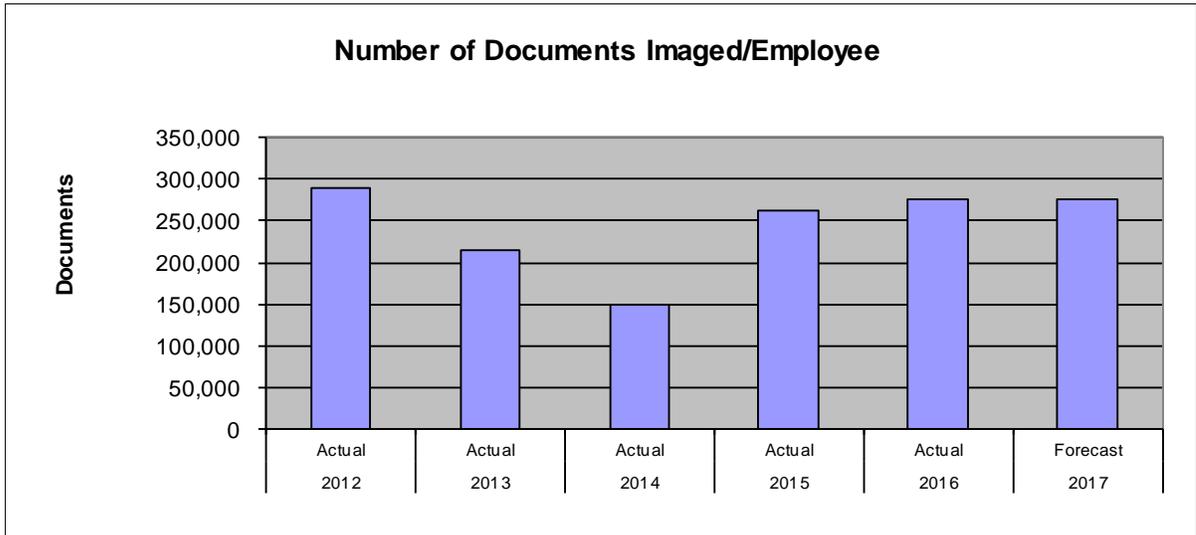
- Maintained highly efficient records retrieval, deliveries, microfilming services with 50% less staff.
- Completed a master inventory list to improve and increase efficiency.
- Assisted court departments in scanning older files to the court management system.
- Increased the number of documents/employee imaged.

### Workload:

<i>Fiscal Year</i>	2012	2013	2014	2015	2016	2017
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Forecast</u>
Boxes stored	2,225*	2,800*	2,800*	2,500*	2,500*	2,500*
Documents microfilmed	1,157,701	856,997	598,661	524,853	549,737	550,000

\*Maximum capacity

### Efficiency:



**GENERAL SERVICES – RECORDS MANAGEMENT**

Appropriation Unit	FY 2015 Actual	FY 2016 Budget	FY 2016 Actual	FY 2017 Current	FY 2017 Expanded	FY 2017 Proposed	Increase/ (Decrease)	Percent Change
<b>General Fund 011</b>								
Personnel Services	\$ 54,449	56,300	56,057	63,300	-	63,300	7,000	12.43%
Operating Expenses	38,329	43,400	43,342	52,900	-	52,900	9,500	21.89%
Capital Expenses	-	-	-	-	-	-	-	0.00%
Total Appropriations	92,778	99,700	99,399	116,200	-	116,200	16,500	16.55%
Permanent Positions	1.28	0.67	0.99	0.99	-	0.99	-	47.76%
<b>Court Services Fund 013</b>								
Personnel Services	55,867	56,600	56,063	59,400	-	59,400	2,800	4.95%
Operating Expenses	4,891	18,300	4,913	10,200	-	10,200	(8,100)	(44.26%)
Capital Expenses	-	-	-	-	-	-	-	0.00%
Total Appropriations	60,758	74,900	60,976	69,600	-	69,600	(5,300)	(7.08%)
Permanent Positions	2.72	1.33	1.01	1.01	-	1.01	-	(24.06%)
<b>Total All Funding Sources</b>								
Personnel Services	110,316	112,900	112,120	122,700	-	122,700	9,800	8.68%
Operating Expenses	43,220	61,700	48,255	63,100	-	63,100	1,400	2.27%
Capital Expenses	-	-	-	-	-	-	-	0.00%
Total Appropriations	\$ 153,536	174,600	160,375	185,800	-	185,800	11,200	6.41%
Permanent Positions	2.00	2.00	2.00	2.00	-	2.00	-	0.00%

**Budget Highlights:**

Actual FY 2016:

- Total expenditures are \$14,225 or 8.15 percent below the FY 2016 budget due to a decrease in operating costs. This reduction is a result of electronic case filings and electronic document recording.

Current FY 2017:

- The cost for current services increased by \$11,200 or 6.41 percent when compared to FY 2016 budget. This increase is due to the general wage adjustment in the personal services.

Expanded FY 2017:

- There are no expanded positions included in the FY 2017 budget.

**Key Objectives for 2017:**

- 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.
- Destroy records that have met disposition requirements.
- Perform routine maintenance on microfilm equipment.
- Assist staff as needed for moving moderately heavy boxes and equipment.

**Major Goals Fiscal Year 2017:**

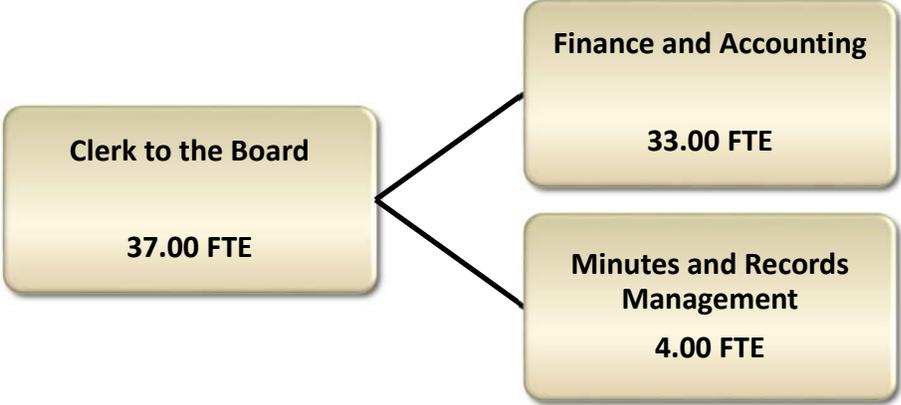
- Manage and control records throughout their life cycle, from creation, utilization, maintenance, retention, preservation and disposal of assets. With increased implementation of electronic filing and digital storage, less paper records are being created, gradually reducing space occupied by paper records.
- Sustain a highly organized, efficient storage/retrieval and microfilm processing division for Collier County Clerk to the Board's records, financial records, court records, official records and historical public records.
- Convert 1923 through 1981 Official Records from original silver microfilm stored offsite to digital images. Security and preservation of Historical Records will be highly increased. Once indexed, redacted and integrated with the current digital records will enable one search mechanism for all Collier County Official Records.



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**CLERK TO THE BOARD**

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## CLERK TO THE BOARD – FINANCE AND ACCOUNTING

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

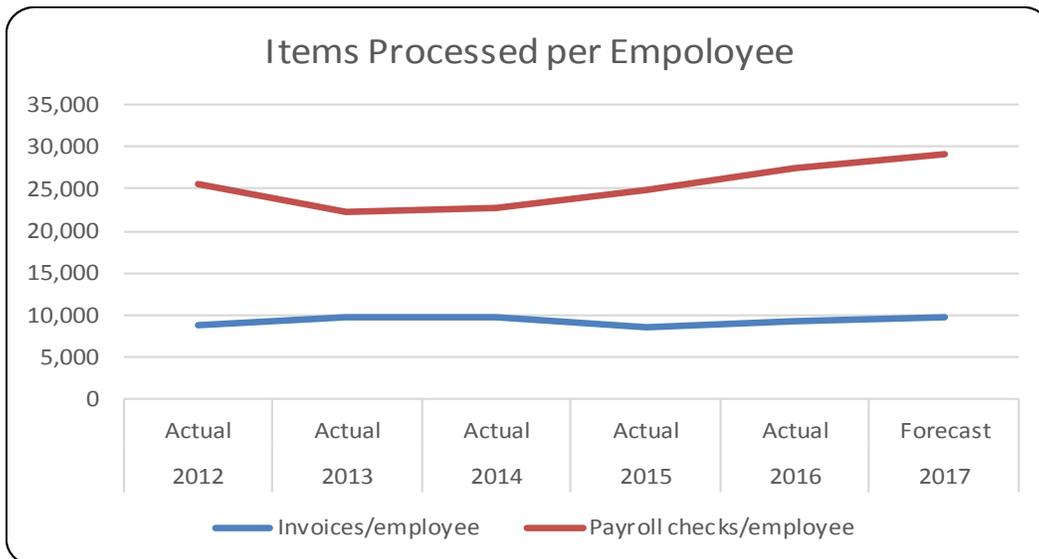
### Major Accomplishments Fiscal Year 2016:

- Submitted the Collier County Board of County Commissioners Comprehensive Annual Financial Report for the “Certificate of Excellence in Financial Reporting” for FY 2015.
- Received CAFR Certificate of Excellence in financial reporting for twenty-fourth consecutive years.
- Continued timely processing of invoices and payroll.

### Workload:

	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Forecast
Vendor invoices processed	78,827	87,217	87,165	76,522	84,446	87,000
Payroll checks/wires	51,231	44,343	45,351	49,711	54,812	58,000
Total	130,058	131,560	132,516	126,233	139,258	145,000

### Efficiency:



## CLERK TO THE BOARD - FINANCE AND ACCOUNTING

Appropriation Unit	FY 2015 Actual	FY 2016 Budget	FY 2016 Actual	FY 2017 Current	FY 2017 Expanded	FY 2017 Proposed	Increase/ (Decrease)	Percent Change
Personnel Services	\$ 2,623,039	2,712,800	2,712,512	2,914,500	-	2,914,500	201,700	7.44%
Operating Expenses	110,217	142,900	142,799	170,800	-	170,800	27,900	19.52%
Capital Expenses	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 2,733,256</b>	<b>2,855,700</b>	<b>2,855,311</b>	<b>3,085,300</b>	<b>-</b>	<b>3,085,300</b>	<b>229,600</b>	<b>8.04%</b>
Permanent Positions	31.00	33.00	33.00	33.00	-	33.00	-	0.00%

### Budget Highlights:

Actual FY 2016:

- Expenditures are \$389 or approximately 0.01 percent less than appropriated.

Current FY 2017:

- The FY 2017 budget reflects an increase of \$229,600 or 8.04 percent. The majority of this increase is personnel expenses related to the increase for the general wage adjustment and staff added in FY 2016 employed for the full year in FY 2017.

Expanded FY 2017:

- There are no expanded positions included in the FY 2017 budget.

### Key Objectives for 2017:

- Maintain books and accounts for the Board of County Commissioners in compliance with statutory requirements.
- Ensure that the CAFR is prepared and audited annually in accordance with generally accepted accounting principles.
- Ensure that associated 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 Investment Policy and state statute.
- Monitor debt service requirements and compliance with bond covenants.
- Obtain GFOA CAFR recognition award.
- Continue development of staff through cross-training and educational conferences.
- Issuance of County Water and Sewer stand-alone statements with the CAFR.
- Complete all Continuing Disclosure filings prior to March 31.
- Continue to expand and enhance audit procedures on vendor payments.
- Ensure compliance of ongoing tracking and reporting under the Affordable Care Act.
- Expand review of travel and entertainment expenses, ensuring Class C travel and non-deductible items are taxed through payroll.

**Major Goals Fiscal Year 2017:**

- Receive CAFR Certificate of Excellence in reporting for FY 2016.
- Prepare Board of County Commissioners and SOE financial statements for FY 2016.
- 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 and redaction software and integrate with the SAP financial package.
- More broad based approach to staff training in pursuit of cross-trained staff to assist in financial reporting.
- Enhance the investment reporting, possibly through implementation of specialized investment software.
- Work with the Board of County Commissioners to develop procurement policies that enhance controls and mirror best practices.

## 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.

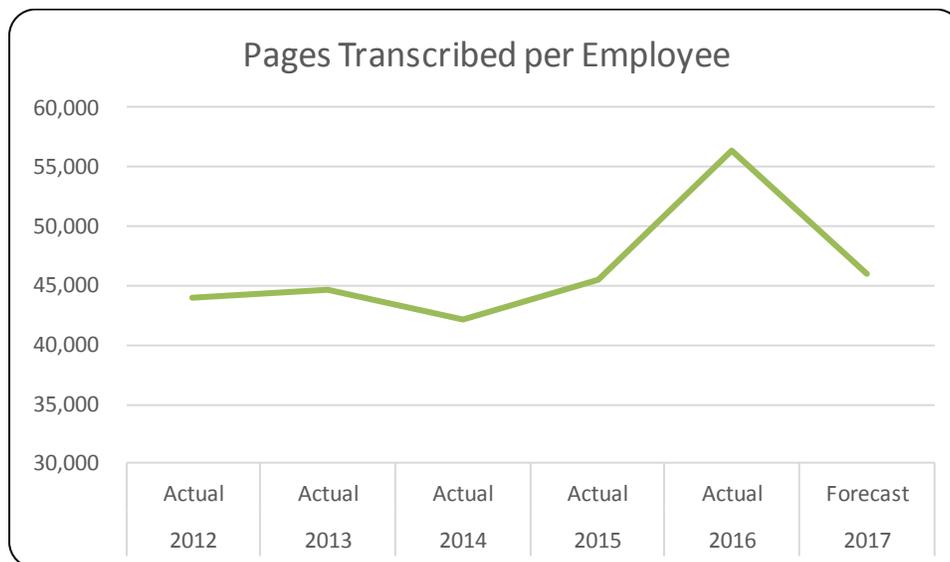
### Major Accomplishments Fiscal Year 2016:

- Automated Value Adjustment Board (VAB) petition submittals and reporting, reducing staff time spent on the Value Adjustment Board petitions.
- Continued training on usage of AXIA software for VAB processing by all participants: VAB Clerk, Property Appraiser, Special Magistrates and VAB legal counsel.
- Archived documents digitized from microfilm for online access.
- Effectively and efficiently transcribed and maintained minutes and records.

### Workload:

	2012	2013	2014	2015	2016	2017
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Forecast</u>
Board/Committee Meetings	37	54	55	15	50	54
Number of Pages Transcribed	7,700	5,885	4,655	5,266	4,581	5,200
Scanned Database Pages	175,860	178,598	168,427	182,129	225,508	184,000

### Efficiency:



## CLERK TO THE BOARD - BOARD MINUTES AND RECORDS

Appropriation Unit	FY 2015 Actual	FY 2016 Budget	FY 2016 Actual	FY 2017 Current	FY 2017 Expanded	FY 2017 Proposed	Increase/ (Decrease)	Percent Change
Personnel Services	\$ 268,762	273,200	273,159	280,300	-	280,300	7,100	2.60%
Operating Expenses	72,873	69,300	68,429	118,900	-	118,900	49,600	71.57%
Capital Expenses	-	-	-	6,500	-	6,500	6,500	0.00%
<b>Total Appropriations</b>	<b>\$ 341,635</b>	<b>342,500</b>	<b>341,588</b>	<b>405,700</b>	<b>-</b>	<b>405,700</b>	<b>63,200</b>	<b>18.45%</b>
Permanent Positions	4.00	4.00	4.00	4.00	-	4.00	-	0.00%

### Budget Highlights:

Actual FY 2016:

- Total expenditures for FY 2016 are \$912 less than the FY 2016 budget due to reduced operating expenditures.

Current FY 2017:

- The FY 2017 budget reflects an increase of approximately \$63,200 or 18.45 percent, when compared to the prior year budget due to an expected increase in transcription fees for county meeting minutes and planned facilities upgrade for the office and VAB hearing room.

Expanded FY 2017:

- There are no expanded positions included in the FY 2017 budget.

### Key Objectives for 2017:

- Begin the implementation of credit card processing and software updates to VAB software and the Laserfiche database.
- Timing of the filings of all ordinances and resolutions (as applicable) to the Florida Department of State. Reporting all required documentation to the Florida Department of Revenue for the Value Adjustment Board.
- Maintain all records through the online database accessible to the public through the internet.
- Provide open communication and service to the customers via phone, in person or electronically.
- Sharing of knowledge and information (best practices) with other agencies.

### Major Goals Fiscal Year 2017:

- Increase efficiencies in document and tax appeal processing.
- Meet all State reporting requirements.
- Promote transparency in government.
- Provide excellent customer service.
- Business friendly environment between all constitutional offices.

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**CLERK OF THE CIRCUIT COURT**

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**Clerk of the Circuit Court**

**49.23 FTE**

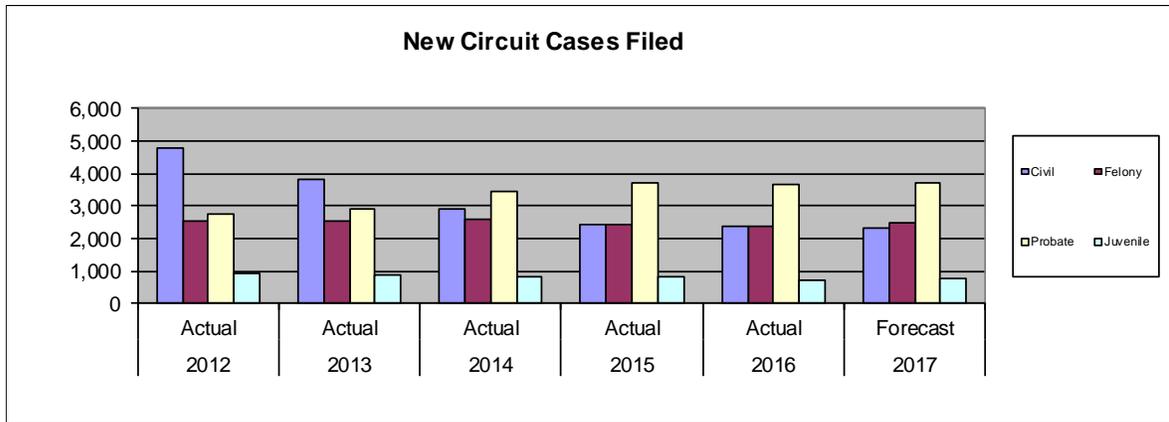
## CLERK OF THE CIRCUIT COURT – CIRCUIT OPERATIONS

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 2016:

- Updated levy procedures for use as reference information for deputy clerks.
- Increased timeliness of opening and docketing cases 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
	ANNUAL Projected % of new cases OPENED within X business days after initial documents are clocked in		1 10/01/15-12/31/15	2 01/01/16-03/31/16	3 04/01/16-06/30/16	4 07/01/16-09/30/16	10/01/15-09/30/16
<b>Circuit</b>							
Criminal ( <i>defendants</i> )	80%	2 bus. days	99.7%	98.4%	100.0%	99.8%	99.5%
Juvenile Delinquency ( <i>juveniles</i> )	80%	2 bus. days	99.5%	100.0%	99.0%	99.3%	99.5%
Civil ( <i>cases</i> )	80%	2 bus. days	93.4%	94.0%	93.4%	90.5%	92.8%
Circuit Probate ( <i>cases</i> )	80%	2 bus. days	100.0%	100.0%	99.9%	99.5%	99.9%
Family ( <i>cases</i> )	80%	3 bus. days	95.7%	96.9%	98.2%	95.0%	96.5%
Juvenile Dependency ( <i>cases</i> )	80%	2 bus. days	100.0%	100.0%	100.0%	100.0%	100.0%
	ANNUAL Projected % of docket entries entered within X business days after clock in/action taken date		10/01/15-12/31/15	01/01/16-03/31/16	04/01/16-06/30/16	07/01/16-09/30/16	10/01/15-09/30/16
<b>Circuit</b>							
Criminal ( <i>defendants</i> )	80%	3 bus. days	99.6%	99.6%	99.8%	99.6%	99.7%
Juvenile Delinquency ( <i>juveniles</i> )	80%	3 bus. days	99.7%	99.9%	99.7%	99.8%	99.8%
Civil ( <i>cases</i> )	80%	3 bus. days	99.0%	99.0%	98.8%	98.5%	98.8%
Circuit Probate ( <i>cases</i> )	80%	3 bus. days	99.5%	99.5%	99.5%	99.2%	99.4%
Family ( <i>cases</i> )	80%	3 bus. days	99.1%	99.2%	99.3%	99.1%	99.2%
Juvenile Dependency ( <i>cases</i> )	80%	3 bus. days	99.9%	100.0%	99.7%	100.0%	99.9%

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

<b>Appropriation Unit</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Current</b>	<b>FY 2017 Expanded</b>	<b>FY 2017 Proposed</b>	<b>Increase/ (Decrease)</b>	<b>Percent Change</b>
Personnel Services	\$ 2,800,462	2,981,064	2,662,046	2,861,275	-	2,861,275	(119,789)	(4.02%)
Operating Expenses	229,577	353,400	218,307	333,200	-	333,200	(20,200)	(5.72%)
Capital Expenses	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 3,030,039</b>	<b>3,334,464</b>	<b>2,880,353</b>	<b>3,194,475</b>	<b>-</b>	<b>3,194,475</b>	<b>(139,989)</b>	<b>(4.20%)</b>
Permanent Positions	49.23	49.23	49.23	49.23	-	49.23	-	0.00%

**BUDGET HIGHLIGHTS:**

Actual FY 2016:

- Total expenditures are \$454,111 or 13.62 percent less than the final budget. The differences are largely within personal services (due to a re-allocation of personnel and being restricted by the State court budget from hiring additional FTEs).

Current FY 2017:

- The FY 2017 budget reflects a decrease of \$139,989 or 4.20 percent, when compared to the prior years adopted budget. This is a State mandated reduction in personnel costs by leaving unfilled positions vacant.

Expanded FY 2017:

- There are no expanded positions included in the FY 2017 budget.

**Key Objectives for 2017:**

- 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.

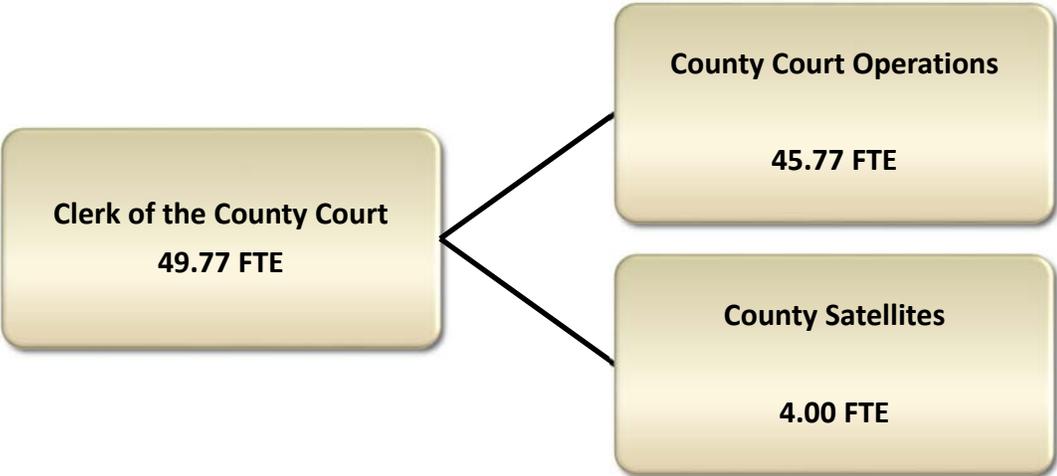
**Major Goals Fiscal Year 2017:**

- 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 within the new court system.
- Explore the possibility of accepting credit cards at the counters for payment (currently restricted by statute from accepting the payment and charging a fee for the service.)

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**CLERK OF THE COUNTY COURT**

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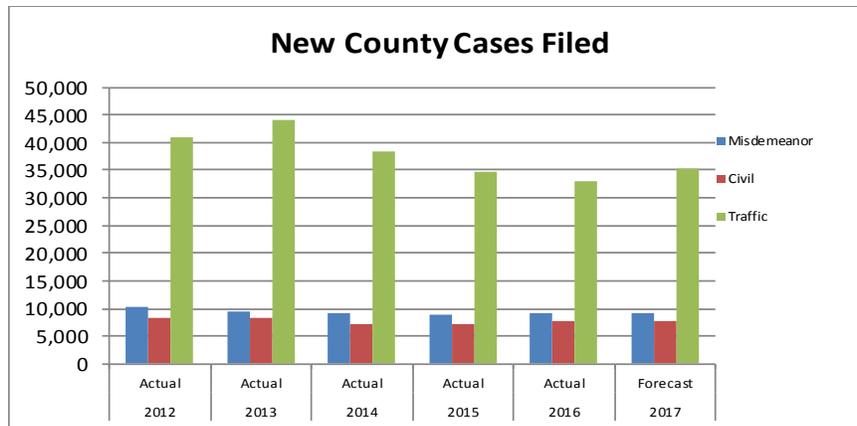
## CLERK OF THE COUNTY COURT – COUNTY COURT OPERATIONS

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 2016:

- Complied with Traffic Citation Accounting Transmission System (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 quarterly performance measures on timeliness each quarter (see chart below).
- Met all collection measures each quarter (see chart page 103).
- 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
			1 10/01/15- 12/31/15	2 01/01/16- 03/31/16	3 04/01/16- 06/30/16	4 07/01/16- 09/30/16	10/01/15-09/30/16
	ANNUAL Projected % of new cases OPENED within X business days after initial documents are clocked in						
<b>County</b>							
Criminal ( <i>defendants</i> )	80%	3 bus. days	96.3%	97.2%	98.2%	98.6%	97.6%
Criminal Traffic ( <i>UTC</i> )	80%	2 bus. days	95.4%	93.3%	94.0%	97.7%	95.1%
Civil ( <i>cases</i> )	80%	2 bus. days	97.8%	98.8%	97.9%	95.4%	97.5%
Civil Traffic ( <i>UTC</i> )	80%	4 bus. days	99.9%	99.9%	99.7%	99.9%	99.9%
	ANNUAL Projected % of docket entries entered within X business days after clock in/action taken date						
<b>County</b>							
Criminal ( <i>defendants</i> )	80%	3 bus. days	99.7%	99.8%	99.7%	99.8%	99.8%
Criminal Traffic ( <i>UTC</i> )	80%	3 bus. days	99.7%	99.7%	99.7%	99.8%	99.7%
Civil ( <i>cases</i> )	80%	3 bus. days	99.6%	99.7%	99.7%	99.4%	99.6%
Civil Traffic ( <i>UTC</i> )	80%	4 bus. days	99.5%	99.5%	99.7%	99.7%	99.6%

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

Appropriation Unit	FY 2015 Actual	FY 2016 Budget	FY 2016 Actual	FY 2017 Current	FY 2017 Expanded	FY 2017 Proposed	Increase/ (Decrease)	Percent Change
Personnel Services	\$ 2,347,804	2,676,400	2,202,262	2,270,755	-	2,270,755	(405,645)	(15.16%)
Operating Expenses	103,974	189,000	114,272	147,900	-	147,900	(41,100)	(21.75%)
Capital Expenses	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 2,451,778</b>	<b>2,865,400</b>	<b>2,316,534</b>	<b>2,418,655</b>	<b>-</b>	<b>2,418,655</b>	<b>(446,745)</b>	<b>(15.59%)</b>
Permanent Positions	45.77	45.77	45.77	45.77	-	45.77	-	0.00%

**Budget Highlights:**

Actual FY 2016:

- Total expenditures are \$548,866 or 19.15 percent less than the adopted budget. The differences are largely within personal services (due to a re-allocation of personnel and being restricted by the State court budget from hiring additional FTEs).

Current FY 2017:

- The cost for current services decreased by \$446,745 or 15.59 percent when compared to the prior budget year due to the increased number of electronic case filing and a State mandated reduction in personnel costs by leaving unfilled positions vacant.

Expanded FY 2017:

- There are no expanded positions included in the FY 2017 budget.

**Key Objectives for 2017:**

- 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 2017:**

- Continue to upgrade court case management computer 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.
- Cross-train employees to work in all departments with the new court system.
- Explore the possibility of accepting credit cards at the counters for payment (currently restricted by statute from accepting the payment and charging a fee for the service.)

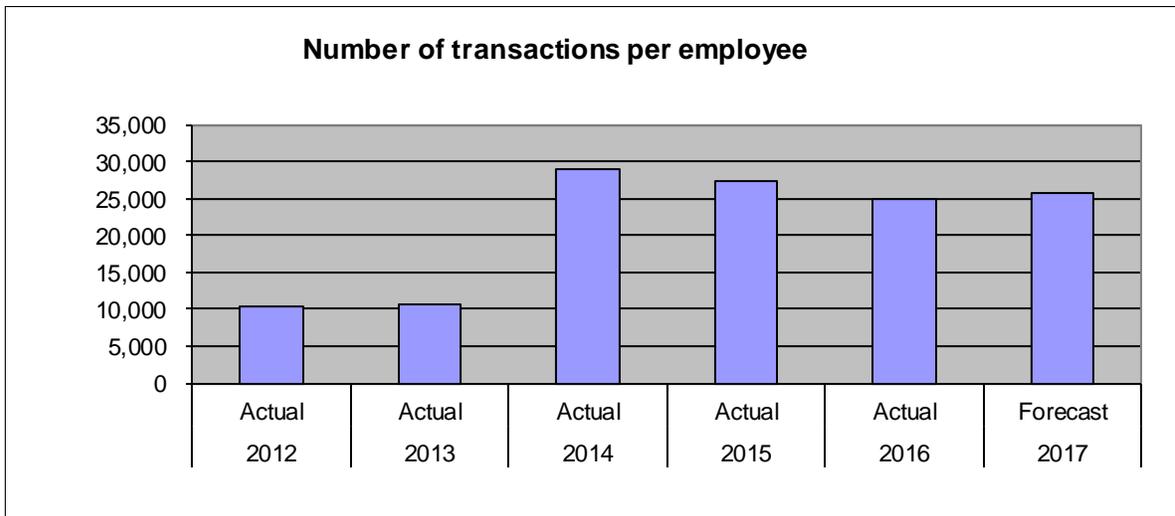
## CLERK OF THE COUNTY COURT – COUNTY SATELLITE OFFICES

Collier County is the largest county in Florida at 2,025 square miles. The Satellite offices provide the citizens of Collier County an alternative to traveling to the Courthouse. The Clerk of Courts has three satellite offices (with a fourth staffed by contract with the Tax Collector) operating throughout Collier County and provides a multitude of services including marriage licenses, passports and payments for support and traffic.

### Major Accomplishments Fiscal Year 2016:

- Enhanced training on all Courts/Finance related systems.
- Opened the satellite offices on two Saturdays for acceptance of passports. The offices processed 60 passport applications for the public who have difficulty making into our offices during regular work hours. Successfully completed all Federal compliance reviews at each satellite location for passport procedures.

### Efficiency:



Note: With the previous closing of 4 of the 8 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. Actual transactions per employee have decreased as the number of cases has decreased in the courts.

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

<b>Appropriation Unit</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Current</b>	<b>FY 2017 Expanded</b>	<b>FY 2017 Proposed</b>	<b>Increase/ (Decrease)</b>	<b>Percent Change</b>
Personnel Services	\$ 274,284	297,100	274,487	285,800	-	285,800	(11,300)	(3.80%)
Operating Expenses	28,948	29,300	26,064	28,400	-	28,400	(900)	(3.07%)
Capital Expenses	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 303,232</b>	<b>326,400</b>	<b>300,551</b>	<b>314,200</b>	<b>-</b>	<b>314,200</b>	<b>(12,200)</b>	<b>(3.74%)</b>
Permanent Positions	4.00	4.00	4.00	4.00	-	4.00	-	0.00%

**Budget Highlights:**

Actual FY 2016:

- Total expenditures are \$25,849 or 7.92 percent less than the FY 2016 budget. This is due to an early retirement within the department (the employee was scheduled to retire in early 2017).

Current FY 2017:

- The cost for current services decreased by \$12,200 or 3.74 percent when compared to the prior budget due to the retirement of a long time employee with a lower cost replacement.

Expanded FY 2017:

- There are no expanded positions included in the FY 2017 budget.

**Key Objectives for 2017:**

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

**Major Goals Fiscal Year 2017:**

- Conversion of all court related systems to new technology.
- 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.
- Explore the possibility of accepting credit cards at the counters for payment (currently restricted by statute from accepting the payment and charging a fee for the service.)

## 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 taxpayers.

### Major Accomplishments Fiscal Year 2016:

- Met all of the state standard collections requirements for the quarterly control groups ending with the September, 2016 collection period.
- 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 09/30/16	FLCCOC Statewide Annual Standard Criteria
Circuit Criminal	\$ 2,772,319	\$ 319,306	11.52%	9%
County Criminal	\$ 1,009,174	\$ 529,441	52.46%	40%
Juvenile Delinquency	\$ 66,177	\$ 13,071	19.75%	9%
Traffic Criminal	\$ 2,359,200	\$ 1,840,169	78.00%	40%
Circuit Civil	\$ 10,450,292	\$ 10,371,076	99.24%	90%
County civil	\$ 1,273,918	\$ 1,258,900	98.82%	90%
Traffic Civil	\$ 7,079,765	\$ 6,692,251	94.53%	90%
Circuit Probate	\$ 641,514	\$ 636,758	99.26%	90%
Family	\$ 745,159	\$ 690,187	92.62%	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 requires 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 2017:**

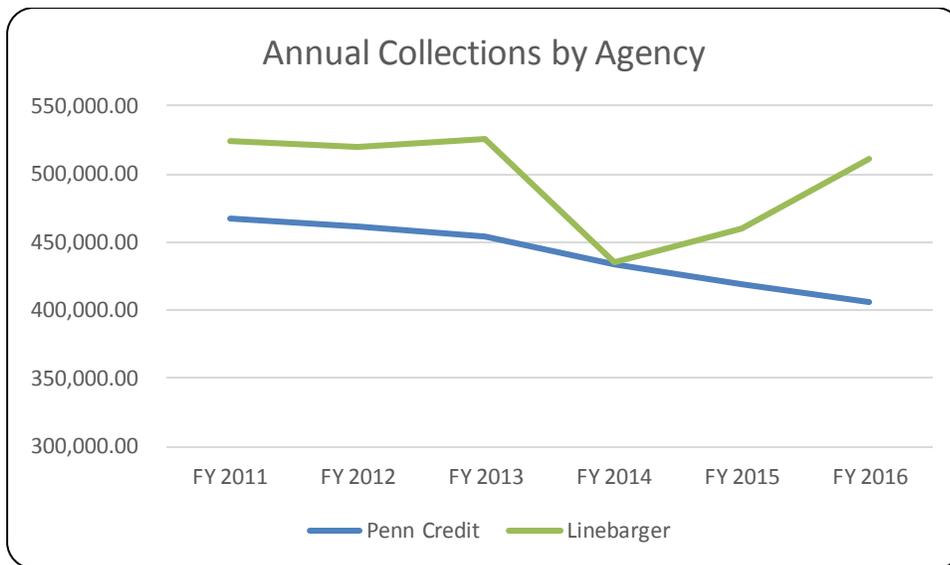
- Enhance collection of fines and fees through mandated outsourcing after assessments become 90 days past due.

**Major Goals Fiscal Year 2017:**

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

	Penn Credit	Linebarger
FY 2011	467,758.04	523,989.39
FY 2012	460,772.20	519,213.05
FY 2013	454,639.77	525,793.00
FY 2014	433,657.31	435,585.79
FY 2015	419,596.42	460,450.26
FY 2016	405,584.68	510,661.60

\*Note: 2016 is only through the middle of December



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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 conducts Tax Deed sales. The Recording Department is the official record keeper for all property activity of Collier County for the State of Florida.

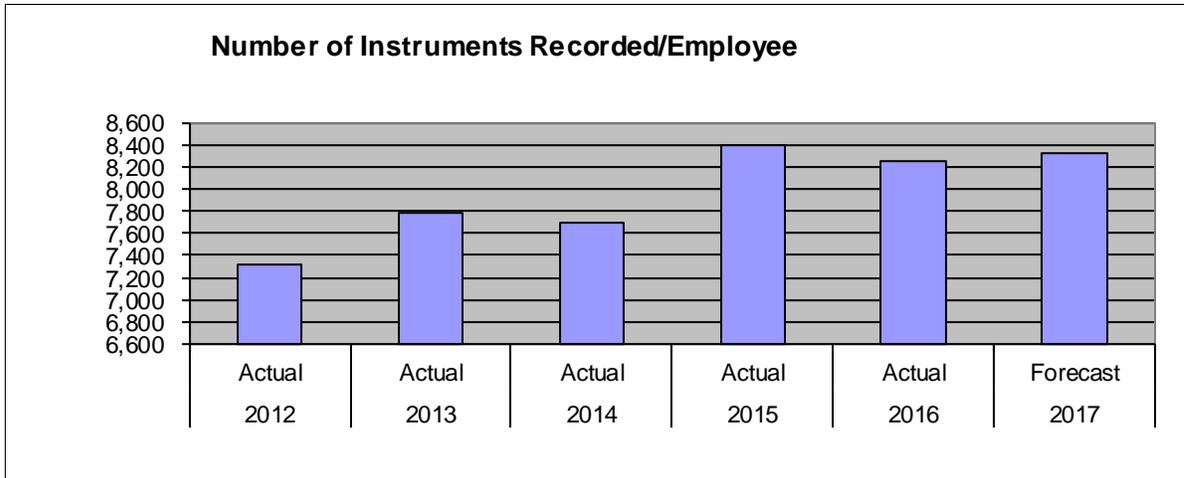
### Major Accomplishments Fiscal Year 2016:

- 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 for eRecording.

### Workload:

<i>Fiscal Year</i>	2012	2013	2014	2015	2016	2017
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Forecast</u>
Number of instruments recorded	139,073	140,222	138,602	142,818	140,381	141,400
Number of employees	18	18	18	17	17	17
Number of instruments recorded per employee	7,320	7,790	7,700	8,401	8,258	8,318

### Efficiency:



## RECORDING

Appropriation Unit	FY 2015 Actual	FY 2016 Budget	FY 2016 Actual	FY 2017 Current	FY 2017 Expanded	FY 2017 Proposed	Increase/ (Decrease)	Percent Change
Personnel Services	\$ 1,152,497	1,159,000	1,158,976	1,197,700	-	1,197,700	38,700	3.34%
Operating Expenses	79,769	67,600	67,491	96,700	-	96,700	29,100	43.05%
Capital Expenses	-	-	-	-	-	-	-	0.00%
Total Appropriations	\$ 1,232,266	1,226,600	1,226,467	1,294,400	-	1,294,400	67,800	5.53%
Permanent Positions	17.00	17.00	17.00	17.00	-	17.00	-	0.00%

### Budget Highlights:

#### Actual FY 2016:

- Total expenditures are \$133 or approximately 0.01 percent less than budget for the current fiscal cycle.

#### Current FY 2017:

- The cost for current services is expected to increase by \$67,800, or 5.53 percent when compared to the prior year budget. This is due to the general wage adjustment increase. Maintenance services will also be increasing with the additional eRecording software that was implemented in FY2016.

#### Expanded FY 2017:

- There are no expanded positions included in the FY 2017 budget.

### Key Objectives for 2017:

- To create the best quality Official Records images with consistent indexing guidelines for greater search ability.
- External eRecording increased 53% over last year, providing greater efficiency for the Public and the Clerk's office. Continue to promote electronic submission of documents for recording through the business portal access at [www.collierclerk.com](http://www.collierclerk.com). More eRecording equals less paper handling for greater security, convenience and cost savings.
- Begin conversion of 1923 through 1981 Official Records from original silver microfilm stored offsite to digital images. This one-time conversion to electronic format will greatly increase the security and preservation of these permanent historical records.
- Motivate and develop staff by keeping them well-informed in their areas of responsibility so they can work to their fullest potential in accordance with current policies, laws and best practices.

### Major Goals Fiscal Year 2017:

- 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.
- Collect documentary and intangible stamp tax due the Florida Department of Revenue.
- 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 to be conveniently available to the public via the internet.

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**MANAGEMENT INFORMATION SYSTEMS**

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**Management Information  
Systems**

**26.00 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 2016:

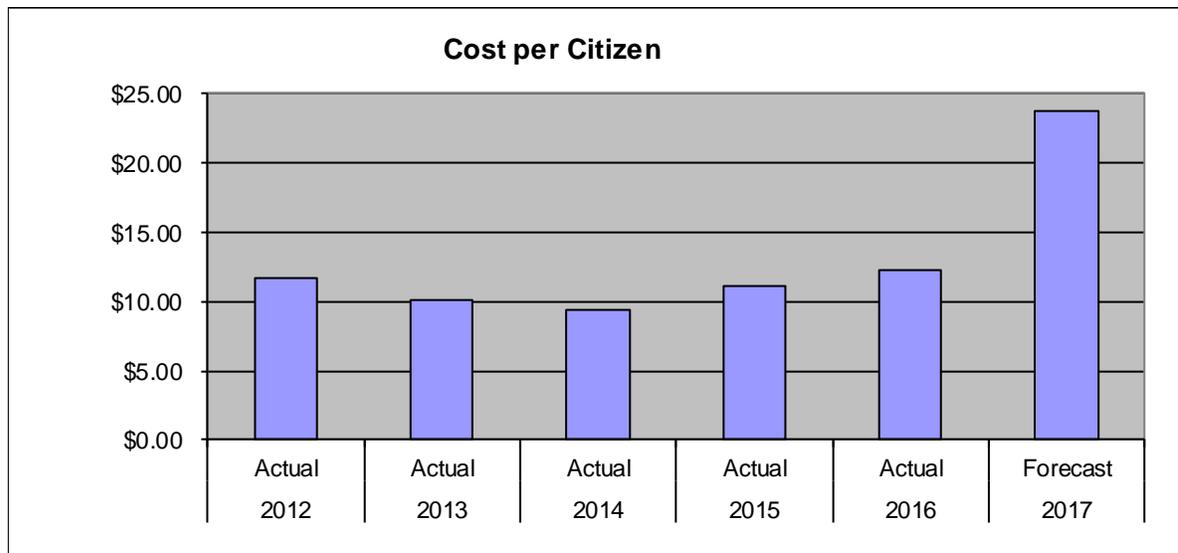
- Implemented new Clerk's Public Inquiry System for criminal case inquiries.
- Completed SAP software patches and upgrades, scheduled road-map changes, including Paymetrics and Project Systems and additional hardware requirements.
- Completed the enhancements and updates to the Criminal, Civil and Traffic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

### Workload:

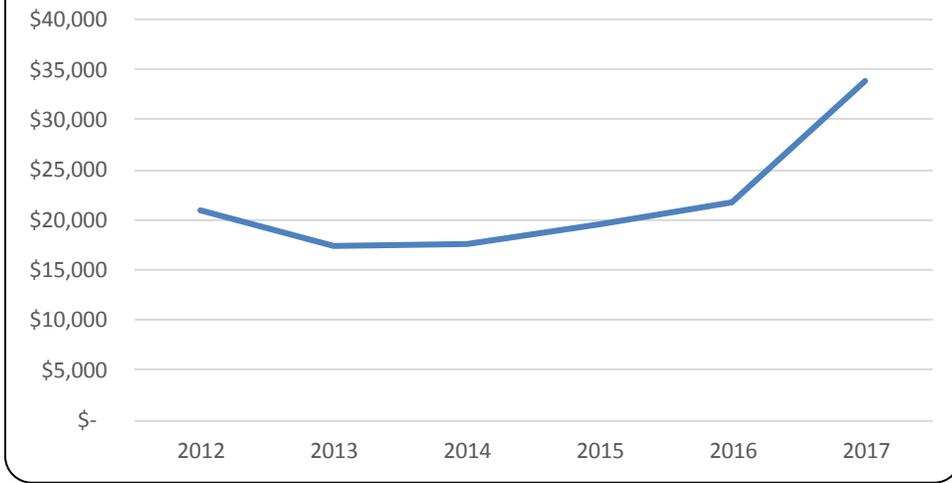
	2012	2013	2014	2015	2016	2017
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Forecast</u>
DEC Users*	600	61	30	-	-	-
Active Directory Accounts	300	443	410	450	460	460
Registered Users				3,257	4,825	5,307
Disk Space Used	18TB	23TB	34TB	101TB	110TB	180TB
Windows Servers	63	60	62	70	87	113
Software development hours	19,000	19,000	16,700	16,640	20,800	19,760
Personal Computers/Workstations	300	300	300	310	320	320

\*This equipment has been retired.

### Efficiency:



### Cost per MIS FTE



### MANAGEMENT INFORMATION SYSTEMS

Appropriation Unit	FY 2015 Actual	FY 2016 Budget	FY 2016 Actual	FY 2017 Current	FY 2017 Expanded	FY 2017 Proposed	Increase/ (Decrease)	Percent Change
<b>General Fund 011</b>								
Personnel Services	\$ 1,271,594	1,310,200	1,309,666	1,435,700	-	1,435,700	125,500	9.58%
Operating Expenses	998,480	1,037,200	1,036,045	732,000	-	732,000	(305,200)	(29.43%)
Capital Expenses	226,710	423,200	345,030	217,900	-	217,900	(205,300)	(48.51%)
Reserves	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>2,496,784</b>	<b>2,770,600</b>	<b>2,690,741</b>	<b>2,385,600</b>	<b>-</b>	<b>2,385,600</b>	<b>(385,000)</b>	<b>(13.90%)</b>
Permanent Positions	13.55	15.79	15.79	15.79	-	15.79	-	0.00%
<b>Court Technology Fund 177</b>								
Personnel Services	872,969	1,136,100	1,004,902	1,157,030	-	1,157,030	20,930	1.84%
Operating Expenses	425,651	968,600	574,622	913,800	465,000	1,378,800	410,200	42.35%
Capital Expenses	-	136,200	-	267,500	-	267,500	131,300	96.40%
Reserves	-	786,001	-	626,853	(465,000)	161,853	(624,148)	(79.41%)
<b>Total Appropriations</b>	<b>1,298,620</b>	<b>3,026,901</b>	<b>1,579,524</b>	<b>2,965,183</b>	<b>-</b>	<b>2,965,183</b>	<b>(61,718)</b>	<b>(2.04%)</b>
Permanent Positions	10.45	10.21	10.21	10.21	-	10.21	-	0.00%
<b>Public Records Modernization 197</b>								
Personnel Services	-	-	-	-	-	-	-	0.00%
Operating Expenses	-	489,950	32,450	338,400	96,000	434,400	(55,550)	(11.34%)
Capital Expenses	-	777,500	2,423	412,500	702,500	1,115,000	337,500	43.41%
Reserves	-	1,616,328	-	2,393,292	(798,500)	1,594,792	(21,536)	(1.33%)
<b>Total Appropriations</b>	<b>-</b>	<b>2,883,778</b>	<b>34,873</b>	<b>3,144,192</b>	<b>-</b>	<b>3,144,192</b>	<b>260,414</b>	<b>9.03%</b>
Permanent Positions	-	-	-	-	-	-	-	0.00%
<b>Total All Funding Sources</b>								
Personnel Services	2,144,563	2,446,300	2,314,568	2,592,730	-	2,592,730	146,430	5.99%
Operating Expenses	1,424,131	2,495,750	1,643,117	1,984,200	561,000	2,545,200	49,450	1.98%
Capital Expenses	226,710	1,336,900	347,453	897,900	702,500	1,600,400	263,500	19.71%
Reserves	-	2,402,329	-	3,020,145	(1,263,500)	1,756,645	(645,684)	(26.88%)
<b>Total Appropriations</b>	<b>\$ 3,795,404</b>	<b>8,681,279</b>	<b>4,305,138</b>	<b>8,494,975</b>	<b>-</b>	<b>8,494,975</b>	<b>(186,304)</b>	<b>(2.15%)</b>
Permanent Positions	24.00	26.00	26.00	26.00	-	26.00	-	0.00%

## **BUDGET HIGHLIGHTS:**

### Actual FY 2016:

- Total expenditures are \$1,973,812 or approximately 31.44 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 several 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 2017:

- The FY 2017 budget was decreased \$186,304 or 2.15 percent as a result of the software updates that have taken place over the last several budget years and the utilization of fund reserves in the public records modernization funds.

### Expanded FY 2017:

- There are no expanded positions included in the FY 2017 budget.

## **Key Objectives for 2017:**

- Keep all software (system and application) current and updated in order to minimize possibilities for security risks.
- Work to continually become more responsive to daily issues by focusing on technology services.
- Provide prompt, courteous and precise service to external as well as internal users.
- Continue to update system resources to maximize speed and reliability.
- Create web services to share data with other agencies to help reduce duplicate effort for all agencies including ourselves.
- Deploy and support aiSmartBench (Judicial Viewer) to support the judiciary's need for access and usage of case information.
- Continue to enhance infrastructure at the ESC (emergency services center) to ensure data and system redundancy in an effort to ensure business continuity in the event of a disaster.

## **Major Goals Fiscal Year 2017:**

- Ensure security of data and the computer system on which they reside.
- Maintain and update Disaster Recovery site in order to ensure business continuity and compliance with Supreme Court guidelines.
- Reduce downtime from controllable or reasonably foreseeable system events.
- Keep staff technology knowledge current to ensure we make sound technology decisions.
- Focus on priorities that align with those of management and our user community.
- Maximize automation to create efficiencies.
- Leverage technology to help drive down cost to operate the agency.

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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 2016:**

- Completed the SAP Financial Management changes for the Board of County Commissioners, Supervisor of Elections and the Clerk of the Circuit Court.
- Enhanced the Dolphin accounts payable system within SAP.
- The items mentioned above were the operating and capital portions only of the projects.

### **Key Objectives for 2017:**

- 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 2017:**

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

### **Budget Highlights:**

The FY 2017 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 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Current</b>	<b>FY 2017 Expanded</b>	<b>FY 2017 Proposed</b>	<b>Increase/ (Decrease)</b>	<b>Percent Change</b>
<i>Revenues</i>								
Recording Fee	\$ 276,286	274,250	298,144	265,000	-	265,000	(9,250)	(3.37%)
Interest	3,980	3,600	6,394	4,200	-	4,200	600	16.67%
Revenue Reserve	-	(12,900)	-	(13,500)	-	(13,500)	(600)	4.65%
<b>Total Revenues</b>	<b>280,266</b>	<b>264,950</b>	<b>304,538</b>	<b>255,700</b>	<b>-</b>	<b>255,700</b>	<b>(9,250)</b>	<b>(3.49%)</b>
Carry forward	-	2,618,828	-	2,888,492	-	2,888,492	269,664	10.30%
<b>Total</b>	<b>\$ 280,266</b>	<b>2,883,778</b>	<b>304,538</b>	<b>3,144,192</b>	<b>-</b>	<b>3,144,192</b>	<b>260,414</b>	<b>9.03%</b>
<i>Expenditures</i>								
Operating Expenses	\$ -	489,950	32,450	338,400	96,000	434,400	(55,550)	(11.34%)
Capital Expenses	-	777,500	2,423	412,500	702,500	1,115,000	337,500	43.41%
<b>Total Expenditures</b>	<b>-</b>	<b>1,267,450</b>	<b>34,873</b>	<b>750,900</b>	<b>798,500</b>	<b>1,549,400</b>	<b>281,950</b>	<b>22.25%</b>
Reserve for Contingency	-	1,616,328	-	2,393,292	(798,500)	1,594,792	(21,536)	(1.33%)
<b>Total</b>	<b>\$ -</b>	<b>2,883,778</b>	<b>34,873</b>	<b>3,144,192</b>	<b>-</b>	<b>3,144,192</b>	<b>260,414</b>	<b>9.03%</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 FY 2017.

Note: Fund 197 current revenues are not sufficient to fund current operations. The fund balance is sufficient to fund costs through FY 2017; 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 to 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.

## **SPECIAL REVENUES – COURTS INFORMATION TECHNOLOGY**

Courts Information and Technology, Fund 177, provides personnel, equipment, training, and support to the information technology needs of the court system to ensure an effective means of maintaining court data. Fund 177 is similar to Fund 197 but allows the payment of salaries in the fund. Fund 177, however is restricted to court related expenditures only.

### **Major Accomplishments Fiscal Year 2016:**

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

### **Key Objectives for 2017:**

- 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 2017:**

- 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 2017 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 is reduced. The completion and migration to the Showcase (court) system will enhance information availability. Older inactive cases are now being added to the system requiring additional storage capacity. 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 2015 Actual</b>	<b>FY 2016 Budget</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Current</b>	<b>FY 2017 Expanded</b>	<b>FY 2017 Proposed</b>	<b>Increase/ (Decrease)</b>	<b>Percent Change</b>
<i>Revenues</i>								
Recording Fee	\$ 1,186,902	1,150,000	1,221,162	1,204,000	-	1,204,000	54,000	4.70%
Interest	3,670	3,300	4,765	4,000	-	4,000	700	21.21%
Revenue Reserve	-	(57,700)	-	(60,400)	-	(60,400)	(2,700)	4.68%
<b>Total Revenues</b>	<b>1,190,572</b>	<b>1,095,600</b>	<b>1,225,927</b>	<b>1,147,600</b>	<b>-</b>	<b>1,147,600</b>	<b>52,000</b>	<b>4.75%</b>
Carry forward	-	1,931,301	-	1,817,583	-	1,817,583	(113,718)	(5.89%)
<b>Total</b>	<b>\$ 1,190,572</b>	<b>3,026,901</b>	<b>1,225,927</b>	<b>2,965,183</b>	<b>-</b>	<b>2,965,183</b>	<b>(61,718)</b>	<b>(2.04%)</b>
<i>Expenditures</i>								
Personnel Services	\$ 872,969	1,136,100	1,004,902	1,157,030	-	1,157,030	20,930	1.84%
Operating Expenses	425,651	968,600	574,622	913,800	465,000	1,378,800	410,200	42.35%
Capital Expenses	-	136,200	-	267,500	-	267,500	131,300	96.40%
<b>Total Expenditures</b>	<b>1,298,620</b>	<b>2,240,900</b>	<b>1,579,524</b>	<b>2,338,330</b>	<b>465,000</b>	<b>2,803,330</b>	<b>562,430</b>	<b>25.10%</b>
Reserve for Contingency	-	786,001	-	626,853	(465,000)	161,853	(624,148)	(79.41%)
<b>Total</b>	<b>\$ 1,298,620</b>	<b>3,026,901</b>	<b>1,579,524</b>	<b>2,965,183</b>	<b>-</b>	<b>2,965,183</b>	<b>(61,718)</b>	<b>(2.04%)</b>
Permanent Positions*	10.45	10.21	10.21	10.21	-	10.21	-	0.00%

*\*included in M.I.S. department*

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 FY2017; 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. 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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Including acronyms

**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, 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.

**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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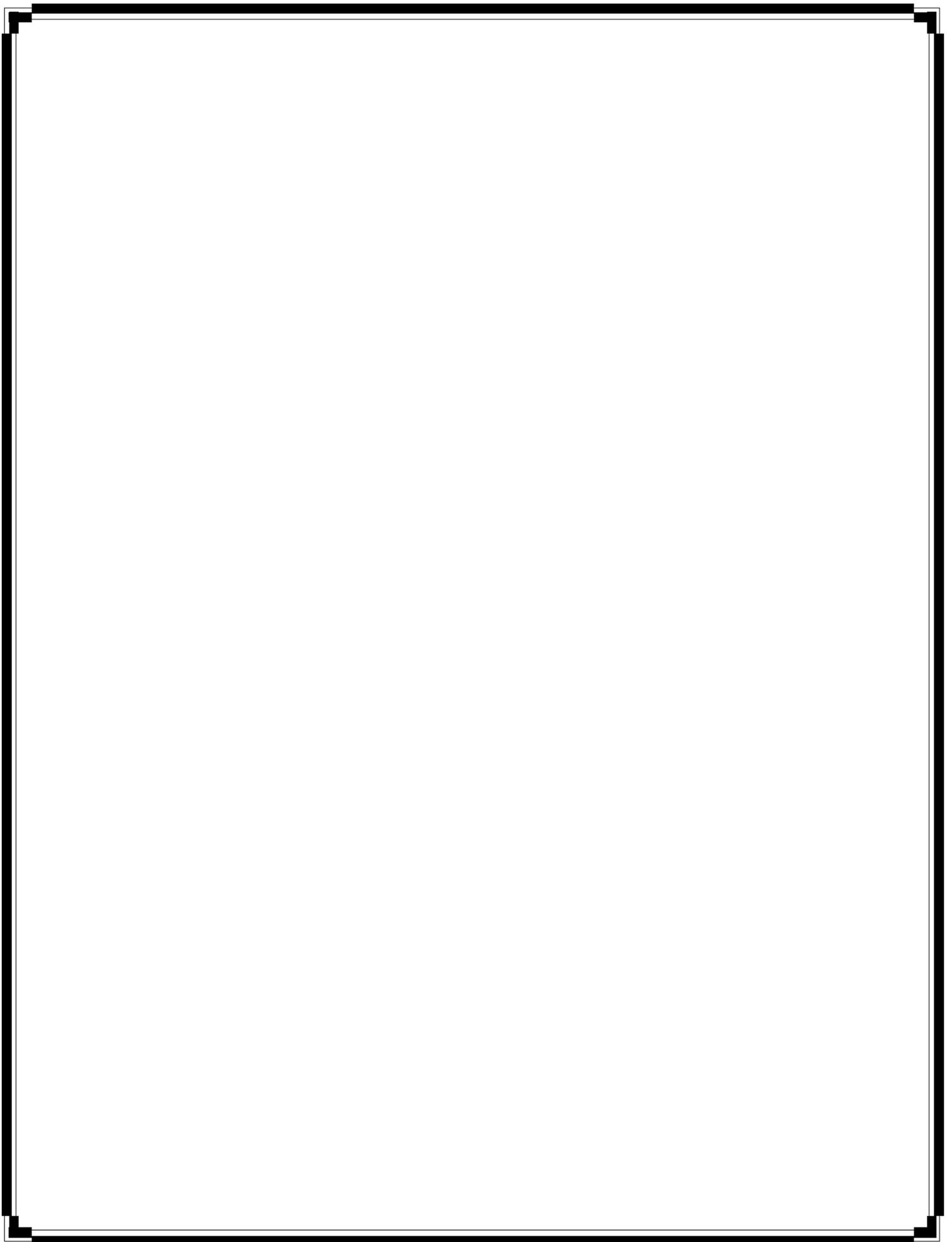
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# Clerk of Court Locations



**Collier County Courthouse**  
3315 Tamiami Trail  
East Naples, Florida 34112  
Phone: 239/252-2646



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



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



**North Collier Government  
Services Center**  
2335 Orange Blossom Dr North  
Naples, Florida 34109  
Phone: 239/732-2646 x5477