

# Annual Budget

**Crystal K. Kinzel**

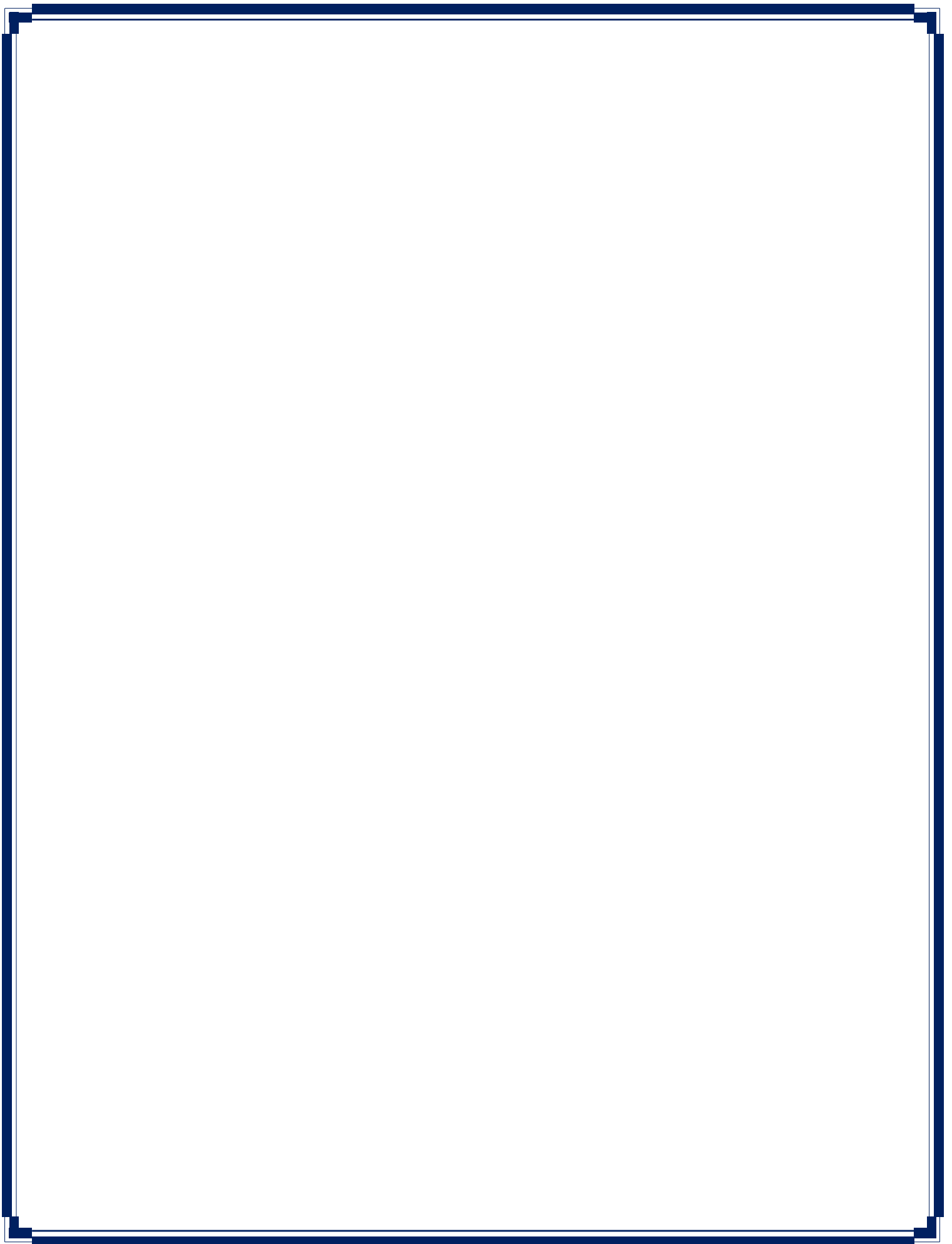
Clerk of the Circuit Court and Comptroller

1923 - 2023



**Collier County, Florida**

For the Fiscal Year  
October 1, 2022– September 30, 2023





Crystal K. Kinzel,  
Clerk of the Circuit Court  
and Comptroller

## A Message from the Clerk of the Circuit Court and Comptroller

### Mission Statement

“Protect the public trust and promote accountability and accessibility”

To the Citizens of Collier County:

As the elected Collier County Clerk of Courts and Comptroller (Clerk), I am presenting to you the Fiscal Year 2023 budget for the Clerk’s Office. The Clerk is a Constitutional officer elected county-wide. Article VIII, Section I (d) of the Florida Constitution establishes the Clerk as “Ex-officio Clerk of the Board of County Commissioners, Auditor, Recorder and Custodian of all County funds.” As your Clerk, I take these responsibilities seriously.

As we celebrate 100 years as a county, we appreciate our rich history while building for the future. The budget of the Clerk’s Office has been prepared based upon conservative funding principles. We budget the minimum funds 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 her office which shall clearly reflect revenues available and functions for which funds are expended. The budget must be balanced. That is, the total estimated revenues shall equal the total estimated expenditures and reserves.

The budget is presented in two parts: those reflecting costs associated with the Clerk Court related functions and those relating to functions as Clerk and Comptroller to the Collier County Board of County Commissioners (BCC). The budget relating to the State court system is filed with the Florida Clerks of Court Operations Corporation (CCOC) as well as the Florida Legislature. The State court system budget is funded through court fees paid to the Clerk’s Office. The budget relating to the responsibilities of the Clerk as County Comptroller is approved by the Clerk. Non-court functions are funded by a transfer (in lieu of fees) from the BCC and non-court Clerk fees.

### Budget Highlights:

The fiscal year 2023 budget is the result of many staff hours of review and analysis of Clerk activities, analysis of anticipated workloads, and planning for future services for the citizens of Collier County.

While the State budget for courts reflects an increase from the 2022 requested budget of almost \$100,000, the total court and non-court budget of \$29,467,014 reflects an increase of \$423,896 or 1.46% from last year’s final budget of \$29,043,118. This increase is due largely to the use of fund balance in the special revenue funds.

During the last several years, we have made enhancements to our computer systems to provide more effective and efficient services to the citizens of Collier County. These services are offered at easily accessible satellite locations and through enhanced internet access for e-filing court cases and e-recording documents.

The State requires state-wide court operations to be self-funded. Normally court budgets are submitted to the State by May 1 of each year. Due to COVID-19, budgeting for the court departments has changed and the preliminary budget is submitted in June. The final budgets are not determined until late September 2022. Local excess court revenues are remitted monthly and unspent expenditure budget of the court operations are remitted to the State in January, following fiscal year end close.

#### Excess Fees Distributions:

For fiscal year 2022, the Collier Clerk's Office was again a "donor" county. The Clerk's office remitted \$1,192,688 in excess fees and unspent budget to the FLCCOC for FY 2022. In addition to the excess fees to the State, the Clerk returned excess funds of \$322,316 to the Collier Board of County Commissioners for non-court operations in fiscal year 2022. For 2023, no excess fees are anticipated due to increased costs for personnel consistent with the county Pay Plan Study.

#### Technology Enhancements:

This budget includes funding for capital technology enhancements for non-court operational and financial software. 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, Supervisor of Elections and the Board of County Commissioners. In 2023, we will also begin conversion to an updated jury system.

#### Budget Summary:

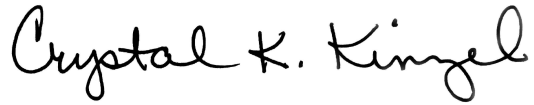
The authorized court services budget is not adequate to maintain court services at pre-pandemic levels. In fact, the currently approved fiscal FY22/23 state budget of \$7,031,792 is almost \$3.5 million less than authorized in 2008 for court services. Collier County continues to experience rapid population growth and a high cost of living. The state continues to mandate additional reporting and increased performance requirements for courts. The currently approved level of court funding will not allow services to keep pace with the county's growth, increased wage requirements and additional state mandates. The continued reduction of our court budget will not fund a return to pre-COVID levels of service. The Fiscal Year 2023 non-court budget reflects the minimum funding necessary to provide non-court services to the citizens of Collier County and did not include funds for the Board's 2<sup>nd</sup> quarter pay plan implementation.

We recognize the challenges and opportunities that face our office. We are committed to meeting the challenges and embracing opportunities that best serve the citizens of Collier County. We appreciate the opportunity to serve the community and the ongoing support we have received.

The Collier County Clerk's office ([www.collierclerk.com](http://www.collierclerk.com)) and the Collier Board of County Commissioners ([www.colliercountyfl.gov](http://www.colliercountyfl.gov)) websites can provide readers with additional information for supplemental items and programs within the county.

If you should have any questions or comments regarding the budget of the Clerk's Office please contact me at (239) 252-6299 or Michael Netti, Director of Recording and Clerks Accounting at (239) 252-2947.

Sincerely,

A handwritten signature in black ink that reads "Crystal K. Kinzel". The signature is written in a cursive style with a large initial 'C' and a distinct 'K'.

Crystal K. Kinzel,  
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*

After the passing of Amendment 10, Article VIII, Section 1(d), Court Clerks as the ex officio clerk of the board are now titled Comptroller.

*There shall be elected by the electors of each county, for terms of four years, a sheriff, a tax collector, a property appraiser, a supervisor of elections, and a clerk of the circuit court. Unless otherwise provided by special law approved by vote of the electors or pursuant to Article V, section 16, the clerk of the circuit court shall be ex officio clerk of the board of county commissioners, auditor, recorder and custodian of all county funds. Notwithstanding subsection 6(e) of this article, a county charter may not abolish the office of a sheriff, a tax collector, a property appraiser, a supervisor of elections, or a clerk of the circuit court; transfer the duties of those officers to another officer or office; change the length of the four-year term of office; or establish any manner of selection other than by election by the electors of the county.*

ANNUAL BUDGET - 2023  
CLERK OF COURTS  
COLLIER COUNTY, FLORIDA

CLERK OF THE CIRCUIT COURT AND COMPTROLLER  
Crystal K. Kinzel

DIRECTOR OF  
FINANCE  
Derek M. Johnssen

DIRECTOR OF  
COURTS  
Jill M. Lennon

DIRECTOR OF  
INFORMATION TECHNOLOGIES  
Marc D. Tougas

DIRECTOR OF  
HUMAN RESOURCES  
Keith B. Aversa

COMMUNITY RELATIONS &  
OUTREACH  
Cyndee Woolley

DIRECTOR  
OFFICE OF  
INSPECTOR GENERAL  
Robin Sheley

DIRECTOR OF  
RECORDING AND  
CLERKS ACCOUNTING  
Michael Netti

BUDGET PREPARATION:

Donald F. Holder  
Clerks Accounting Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Collier County Clerk of the Courts  
Florida**

For the Fiscal Year Beginning

**October 01, 2021**

*Christopher P. Morrill*

**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, 2021. 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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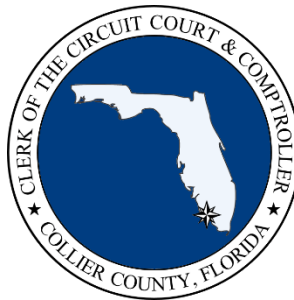
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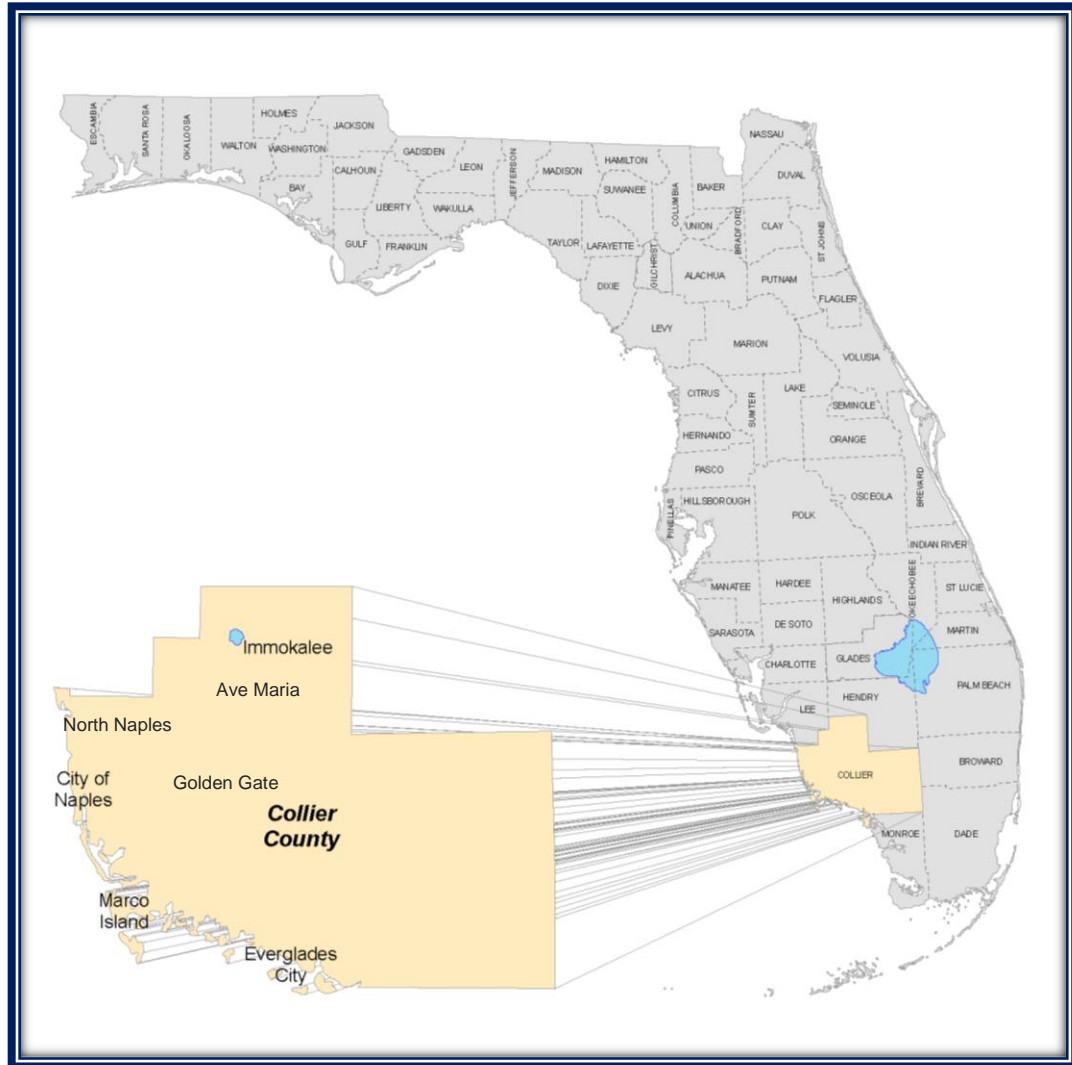
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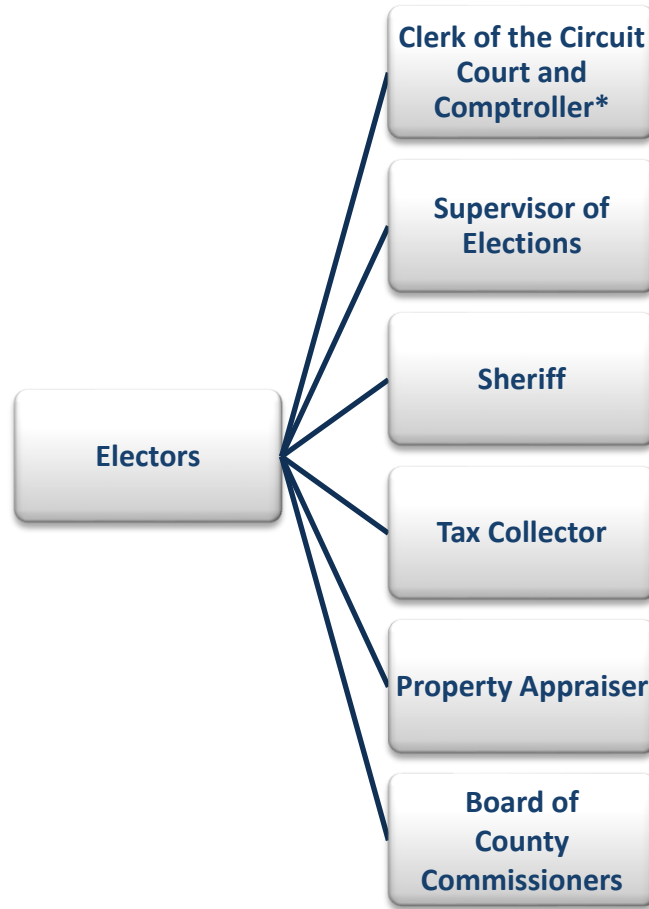
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# INTRODUCTION TO COLLIER COUNTY

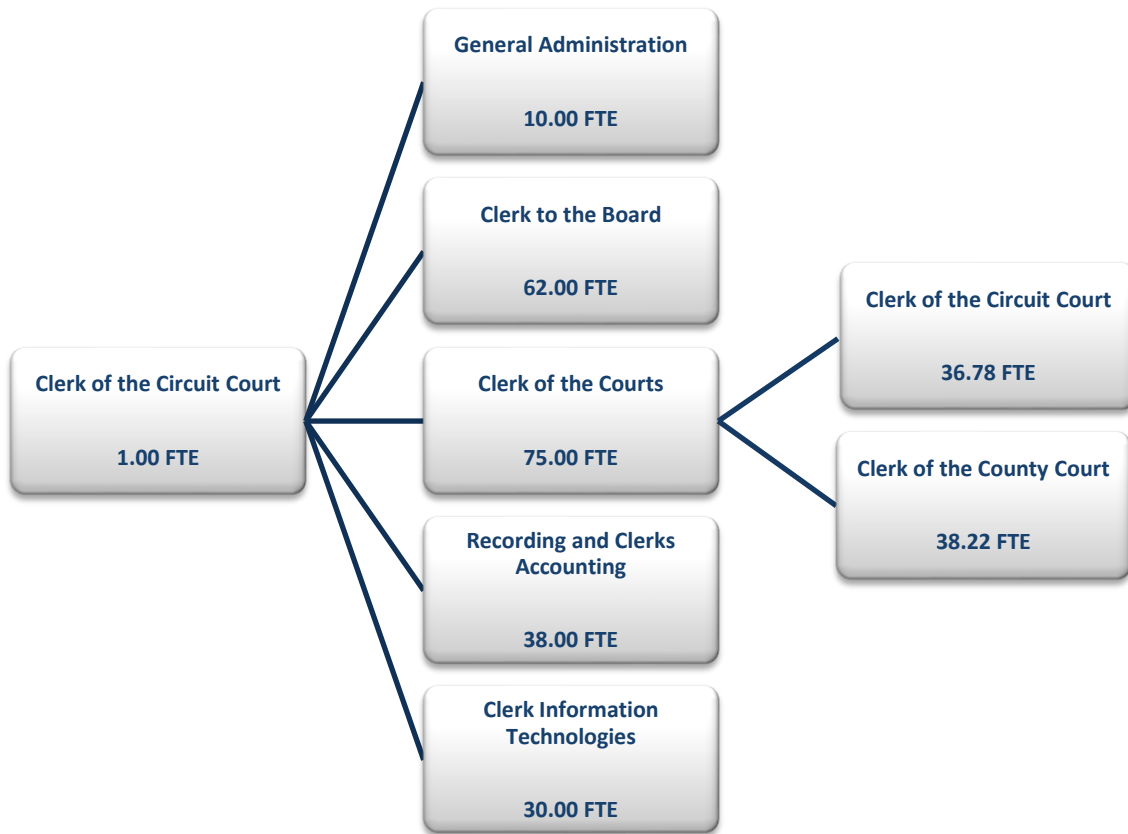


**COUNTY ORGANIZATIONAL CHART – ELECTED OFFICIALS**



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

**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 and Comptroller 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” exists to protect and serve the citizens and taxpayers of Collier County by ensuring that taxpayer dollars are spent lawfully. Amendment 10, passed to the State Constitution in 2019, further establishing the independence of constitutional officers and strengthening the position that these offices report to the citizens.

### History – Happy 100<sup>th</sup> Birthday



2023 marks the 100th year of Collier County. 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. Collier is Florida’s 62<sup>nd</sup> County. 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.



In 1962, the Collier County seat was moved to East Naples from Everglades City where it resides to this day. Over the course of 100 years, Collier County has only elected 10 Clerk of Courts and Comptrollers. During the same time span, the population has increased to over 300,000 full time residents. Collier County is the largest in land mass in comparison to the other 66 Florida counties. With each passing year, Collier County population and services continue to grow and expand to better serve our diverse community and visitors.

### Education



The School District of Collier County operates sixty-three schools, including 9 charter schools. The district serves a total student population of 48,301. There are thirty-one elementary schools, ten middle schools, eight high schools, a Pre-K through 12 school (Everglades City School) and seven charter schools. 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 Technical College (LWTC) serves adults working toward technical training in a wide variety of fields. The Immokalee Technical College (iTECH) serves hundreds of adult students each semester. The school system employs over 3,100 teachers, 45.5% with advanced degrees. In Collier, over 62% of the public-school population is categorized “economically needy.” More than 55% of public-school students live in non-English speaking homes. Collier is also served by numerous private schools including the Community School, Seacrest Country Day School, First Baptist Academy and other faith-based institutions.

There are several colleges located in Collier County: Ave Maria University, Hodges University, Florida Southwestern State College and Keiser University. 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 21 disciplines. Florida Southwestern State College, with campuses in Naples, Punta Gorda and Ft. Myers, offers both two-year

and four-year degree programs. Keiser University’s Naples campus offers both undergraduate and graduate degrees with the facility housing classrooms, a clinical simulation lab, auditorium and library.



There are additional universities serving the region. Florida Gulf Coast University belongs to the State University System of Florida and offers over 96 undergraduate and graduate programs. Barry University offers programs on Florida’s West Coast in cooperation with an educational partnership at Florida Southwestern State College. University of Florida operates Extension Services, a land-grant with research-based information through an Office on Immokalee Road.



### Recreation

Collier County strives to be a sports and tourism destination. Our Parks and Recreation Department includes twelve community parks, seven regional parks, eleven beach access parks and ten boat launch/marinas. Five of these parks are aquatic parks, including North Collier Regional Park with a large water park, fitness center, eight tournament soccer fields and five tournament softball fields, and a Can U Dig It state-of-the-art playground all providing a wide variety of recreational opportunities. Phase one of the Paradise Coast Sports Complex in Collier County is substantially complete, and events are being held at the facility.



The pandemic and Hurricane Ian resulted in some activities at Collier facilities to be scaled back in 2022. A variety of national and international competitions continue to be scheduled in Collier County in 2023 – an indication of our ability to rebound economically. These events include the US Open Pickleball championships and the Pro Watercross World Championships. The FBU National Championship tournament celebrates and promotes youth football with all-star athletes from across the United States. The annual FBU National Championship crowns a national champion from brackets in grades 6th, 7th, and 8th. The Freshman All-American Bowl was held in Naples, Florida in December and featured the top 70 freshmen U.S. high school football players from all over the country.

Established in 1978, the Collier County Museums offer a rich sampling of the people, places and events that make this area’s history and heritage well worth exploring. We offer five separate and unique museum facilities, providing a different glimpse into our past each offering free admission.



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 county owned facility operated by a nonprofit organization cooperating in conservation programs both in and outside the wild for endangered species. The Glass Animal Hospital and Smith Animal Commissary fully address the Zoo’s veterinary needs and provides space to care for injured or abandoned Florida panthers.

The Naples Botanical Garden is an independent nonprofit organization and a world class sub-tropical garden paradise encompassing 170 acres featuring plants from around the world. The Naples Botanical Garden 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. 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. The CME Group Tour Championship is an LPGA sanctioned season ending event held each year at the Tiburon Golf Club since 2011, most recently from November 17<sup>th</sup>-20<sup>th</sup>, 2022.

**Healthcare**

The healthcare industry is the 2nd largest industry in Collier County, employing more than 13,000 people. NCH Healthcare System, a member of the Mayo Clinic Care Network, has multiple locations in Collier County.



Physicians Regional Healthcare System has two hospitals located in the east and north of Collier County and was recognized for commitment to providing excellent heart care with the renewal of their ACC Chest Pain Center Accreditation.

**Utilities**

The area’s electric utility service is provided by Florida Power & Light and Lee County Electric Cooperative. Telephone and Cable services are provided by numerous carriers. Water and sewer services are provided by Collier County, the City of Naples, the City of Marco Island 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, the 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 to the Clerk’s Office primarily from the actions of these agencies. Population increased again in 2022, while the crime rate of every 100,000 citizens continues to be the lowest of any metropolitan area in Florida.

**Hurricanes and Red Tide**

Collier County, as well as Florida, relies a great deal on tourism. While the Atlantic ocean side of Florida observed 14 named storms, south Florida’s gulf coast took a direct hit from hurricane Ian. This year ranked in the top 10 of hottest years, with Collier County’s above average temperatures helping fuel strong storm activity.

In addition to catastrophic weather events like hurricanes, most of Florida’s east and west coasts continue to experience red tide. Red tide is a common name for a phenomenon known as an algal bloom that takes on a red or brown color. Blooms can be large enough to be seen from space and can kill marine wildlife and negatively affect humans. Red tide at medium and high concentrations can cause respiratory irritation, fish kills and water discoloration initiating temporary beach and, in some instances, business closures which can have a lasting impact on the economy. Collier County has been able to mitigate some of these impacts through Sports Tourism events to diversify reliance on beaches as the only tourist attractions.

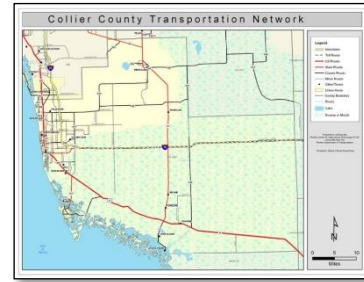




## TRANSPORTATION AND DEMOGRAPHICS

### Highways

The primary north-south highway is Interstate 75, which stretches from the Lee County line on the north side to Miami-Dade County in the east. Transportation and road expansion are primary concerns of the citizens. The continued expansion and upgrades to I-75 has enhanced north-south access and opened both tourism and workforce markets to Collier County. Interconnecting roadways within Collier County continue to grow as the community grows.



### Airports



Southwest Florida International Airport, located in South Ft. Myers, handles much of the commercial air traffic for the region. The airport finished 2022 with 10,343,802 passengers, which eclipsed the previous record set in 2021.

The County is home to four airports. Collier County operates three of those airports. The Marco Island Executive Airport provides "red carpet service" for tourists, clients and residents flying into and out of Southwest Florida. The Immokalee Regional Airport is located within 10 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. The fourth airport is operated by the City of Naples and provides private flight services and commercial connecting flights.

### Bus Service



Greyhound Bus Lines still provide drop off and pick up in Naples for daily nationwide transportation service but have closed their local terminal. Collier Area Transit (CAT), operated by Collier County, celebrated their 21<sup>st</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 has experienced tremendous growth in population over the past four decades. The permanent population increased from approximately 38,958 residents in 1970 to 385,980 in 2022. Since 2010, the county's population has increased by 19.7%. The county's population is expected to grow to over 501,000 by the year 2035 or sooner with a substantial influx of migration from northern US states.

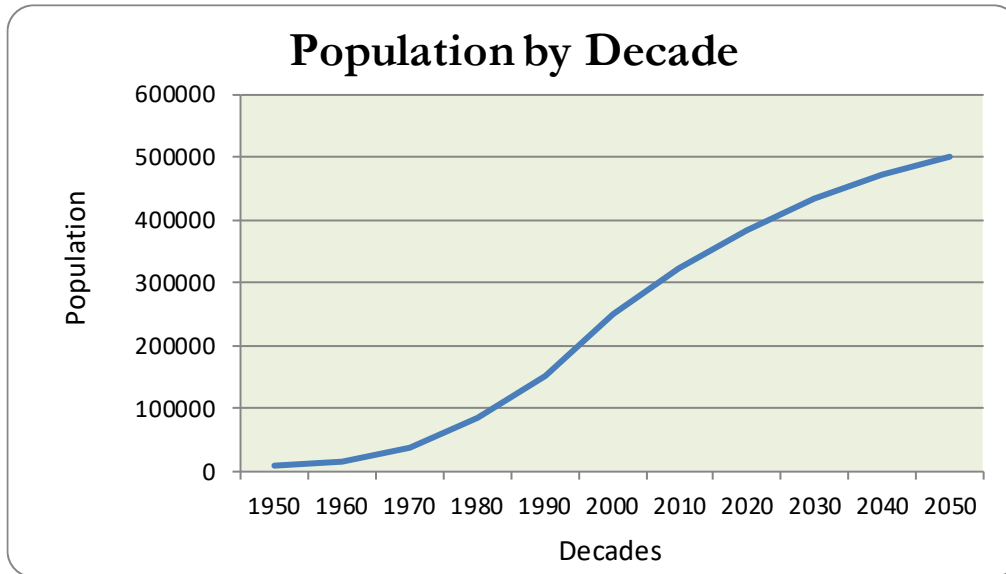
Collier County continues to be a favorite tourist destination during the winter months between November and April when the population rises by an estimated one-third. The seasonal population for 2022 grew an estimated 83,000 visitors to 469,125. Despite the nation-wide pandemic, the population continues to increase during the seasonal months.

Collier County's median age is 51.8 years compared to the United States median age of 38.5 years. While Collier County remains a popular retirement community, 66.9% of its population is younger than age 65. The U.S. Census Bureau reported Collier County's population by race in 2020 as follows: 61.9% White Non-Hispanic; 29% Hispanic or Latino origin; 7.3% African American; and 1.6% Asian and 0.3% other races.

The latest U.S. Census Bureau estimates the median household income was \$69,653. The Florida and Collier County median household income was \$59,227 and \$76,025 respectively. According to the Bureau of Labor Statistics, the unemployment rate in Collier County for 2022 was 2.7%, compared to 3.4% in September 2021. The State average was 2.7% for this same date.

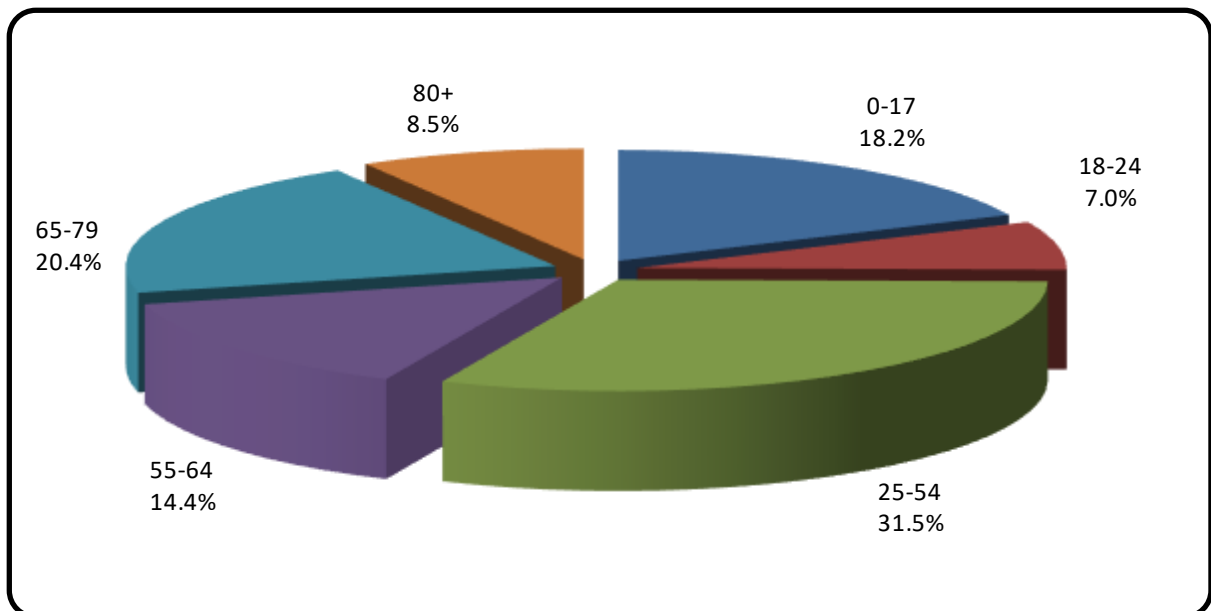
The real estate market nationwide is seeing unprecedented surges with the southwest Florida region being one of the hottest markets in the nation. Collier, Lee, and Charlotte Counties (the southwest Florida market) are being affected by a strong buyer demand. High competition from purchasers and the inability for builders to provide new inventory has driven the cost of real estate and rental properties upward. Home prices in Collier County increased 25% in 2022 compared to 2021. Rental prices have increased significantly in the last year. The median home cost has risen to over \$410,000. Home appreciation has increased over 5% in the last 10 years. The rental prices range from \$2,000 to \$6,000 per month. In the most expensive neighborhoods, rental prices can go as high as \$20,000 per month. The Clerk's service population is distributed over 2,206 square miles and includes 9 remote locations to serve the public.

**POPULATION GROWTH AND PROJECTIONS  
1950 – 2030**



Source: Economic Development Council of Collier County.

**COLLIER COUNTY AGE DISTRIBUTION – 2023 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 2021-22 <sup>1</sup>	\$ 6,428,666	\$ 3,537,405	\$ 11,689,883	\$ 5,938,958	\$ 3,504,902	\$ 8,122,696
- Non-Court Board Funded Operations FY 2021-22 <sup>4</sup>	\$ 13,479,300	\$ 6,806,535	\$ 11,073,571	\$ 8,719,989	\$ 1,873,793	\$ 10,941,112
Total combined	\$ 19,907,966	\$ 10,343,940	\$ 22,763,454	\$ 14,658,947	\$ 5,378,695	\$ 19,063,808
Clerk of the Circuit Court Positions SFY 2021-22 <sup>1</sup>	93.24	54.46	165.20	93.79	51.13	116.70
Clerk Non-Court Positions	114.76	55.00	143.65	92.00	18.00	73.10
Total Employees	208.00	109.46	308.85	185.79	69.13	189.80
Actual Cases for SFY 2021-22 <sup>1</sup>	70,051	32,351	104,514	64,901	29,722	90,398
Demographics <sup>5</sup>						
Population, 2021 (Estimate)	385,980	194,843	787,976	412,703	159,942	447,057
White Non Hispanic	61.7%	83.1%	64.8%	70.3%	77.3%	82.0%
African American	7.3%	6.0%	9.2%	9.2%	5.6%	4.7%
Asian	1.6%	1.5%	1.8%	2.4%	1.6%	2.0%
Other	0.4%	1.2%	0.4%	1.0%	0.9%	1.2%
Hispanic or Latino Origin	29.0%	8.2%	23.8%	17.1%	14.6%	10.1%
Population Over the Age of 65 <sup>5</sup>	33.1%	40.5%	29.1%	28.4%	32.0%	37.2%
Population, % change (2020 - 2021) <sup>5</sup>	2.7%	4.3%	3.6%	3.3%	1.0%	3.0%
Per Capita Personal Income, 2021 <sup>5</sup>	\$ 51,296	\$ 35,656	\$ 37,560	\$ 38,008	\$ 46,973	\$ 48,265
Median Household Income, 2021 <sup>5</sup>	\$ 75,543	\$ 57,887	\$ 63,235	\$ 64,964	\$ 69,769	\$ 69,490
Crime Data (Reported Offenses) 2020 <sup>3</sup>	4,682	1,943	10,218	8,064	2,132	7,621
% change (2019 - 2020)	-10.0%	-21.7%	-6.0%	-4.3%	-7.3%	-7.8%
Labor Force November 2022 <sup>7</sup>	188,970	77,458	375,652	192,349	76,793	200,855
Unemployment, November 2022 <sup>7</sup>	2.7%	3.6%	3.6%	2.5%	2.4%	2.6%
Median Home Value, 2017-2021 <sup>5</sup>	\$ 374,700	\$ 226,700	\$ 248,300	\$ 267,300	\$ 306,700	\$ 286,000
Total County Square Miles (Land Area, 2020) <sup>5</sup>	1,996.95	681.12	781.01	742.76	543.82	556.00

<sup>1</sup>SFY 2021 - 22 Clerk Budget, FTEs, & Case information obtained from the Florida Clerks of Court Operations Corporation (FLCCOC)

<sup>2</sup>American Fact Finder (<https://data.census.gov/cedsci/>) [\*2020 data not available due to COVID]

<sup>3</sup>Florida Uniform Crime Report - 2021 Annual Statewide County Report (January - December)

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

<sup>5</sup><https://www.census.gov/quickfacts/fact/table/US/PST045221>

<sup>6</sup><http://www.floridajobs.org/workforce-statistics/workforce-statistics-data-releases/monthly-data-releases>

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

Collier County is the largest county in land area in Florida with the 3<sup>rd</sup> highest cost of living in the State. The county has the highest housing costs of the comparison counties and is mid-range of comparative counties in costs of Clerk's services.

## CITIES AND COMMUNITIES

### 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 the 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 with an estimated full-time population of 19,372; however, from November to April the population swells to over 30,000, as part-time residents migrate from the northern states to the sunny South. The U.S. Census Bureau estimated Naples' 2022 population by race was 89.7% White Non-Hispanic, 5.2% African American, 4.5% Hispanic or Latino, and .29% other races. The U.S. Census Bureau also estimated Naples' median age in 2021 to be 66.0 years. Based on the census, Naples and the surrounding area have one of the highest per capita incomes in the state. The city of Naples' median household income is estimated to be \$125,306, compared to the state average of \$61,777.

### 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 15,969 in 2022 with a peak winter seasonal growth to 35,000. Population by race was estimated to be 94.6% White Non-Hispanic, 0.4% African American, 8.3% Hispanic or Latino, and 1.2% other races. The median age was estimated to be 65.3 years with a per capita income in the city of \$78,002 and the median income for a family of \$93,134.



### 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 lifeline 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 337 in 2023. The racial makeup of the city is 96.5% White non-Hispanic and 0.8% Hispanic or Latino and 2.7% Other races. The median age is 39.9 years. The average household income for the city is \$73,010.

The Clerk of Courts shares operations of an Everglades City office with the County Tax Collector to serve the people of Everglades City.

### 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 immigrants 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.



In 2016, the US Department of Agriculture announced a Promise Zone had been approved for Southwest Florida, including Immokalee. The designation commits the federal government to partner with local leaders addressing multiple community revitalization challenges and demonstrate a commitment to improving communities. With the Promise Zone designation, the federal government partners with, and invests in, Immokalee to create jobs, leverage private investment, increase economic activity, expand educational opportunities and improve public safety.

The Immokalee Regional Airport is located in a Florida Rural Enterprise Zone. The Florida Rural Enterprise Zone Program supports economic revitalization in high unemployment or, otherwise, economically disadvantaged areas within the state by offering tax incentives to businesses located within the Enterprise Zone. Additionally, a sixty-acre zone in and around the Immokalee Regional Airport has been designated a Foreign Trade Zone (FTZ). Foreign Trade Zones were created by Congress in the Foreign Trade Zones Act of 1934. A Foreign Trade Zone designation offers companies located in the FTZ the convenience of deferring any duties or taxes due until the business transports the goods or merchandise outside of the FTZ.



Though an unincorporated area of Collier County, Immokalee is a designated area for the US Census Bureau. In 2023, the estimated population was 24,677. The racial makeup of the area is 22.73% African American, 58.36% White, 1.49% Native American, two or more races 13.51%, and 1.4% other races. The average household income for the area is \$42,353.

The Clerk's office maintains satellite operations in Immokalee to provide access to court services. The satellite office is over 40 miles from the Clerk's main office and housed in the Immokalee Government Center.

### **Ave Maria**

Ave Maria, Florida is an unincorporated community that was founded in 2005 by Ave Maria Development Company, a partnership consisting of the Barron Collier Companies and the Ave Maria Foundation led by Roman Catholic philanthropist Tom Monaghan, founder of Domino's Pizza and the leader of Ave Maria University at the time. Monaghan served as chancellor of Ave Maria University until February 2011. The development of the town was made possible when the Florida legislature created the Ave Maria Stewardship Community District, a limited local government whose purpose is to provide community infrastructure, including community development systems, facilities, services, projects, and improvements. It is one of the top-selling master planned communities in the United States.



In June of 2015, the Collier County Board of County Commissioners established the Ave Maria Innovation Zone. The purpose of the Innovation Zone is to attract and retain qualified targeted industry business as defined by statute. Funds are generated by a tax increment and may be used to build infrastructure or offset the cost of County fees such as permit or impact fees.

Though an unincorporated area of Collier County, in 2023 the Ave Maria estimated population is 18,000. The median age of a resident of Ave Maria is 30.3. The median household income for the area is \$55,095.

### **Golden Gate**

Golden Gate is a community and census-designated place in Collier County, Florida, United States. Golden Gate's boundaries coincide with a 2 by 2 miles square of significantly higher density development than surrounding areas. The population of Golden Gate is 25,729. The median age of residents of Golden Gate is 35.1. The racial makeup of the area is 70.76% White, 12.64% Black, two or more races 10.86%, 0.1% Asian and 5.58% other races. The average household income for Golden Gate is \$59,280.

With a majority of Collier County unincorporated, these areas are served by the county-wide government and contain the current county seat in the unincorporated areas bordering the City of Naples. The Clerk of Courts is elected county-wide and services all 2,025 square miles including the County's entire population.



In November of 2018, the Collier County Board of County Commissioners (Board) established the Golden Gate City Economic Development Zone. The purpose of the Economic Development Zone is to attract and retain qualified targeted industry business as defined by statute, or the Board. Funds are generated by a tax increment and may be used to build infrastructure or to offset the cost of County fees such as permit fees or impact fees. In addition, funds may be used in any manner the Board determines fosters economic development.

South of Golden Gate, the Collier County Board of County Commissioners established the Interchange Activity Center No. 9 Innovation Zone. The purpose of the Innovation Zone is to attract and retain qualified targeted industry business as defined by statute, or the Board. Funds are generated by a tax increment and may be used to build infrastructure or to offset the cost of County fees such as permit fees or impact fees. Recently, Activity Center No. 9 which includes the City Gate Commerce Park, has seen increased development activity. This includes the acquisition and redevelopment of the former Golden Gate Golf Course, a one million square-foot Uline Corporation distribution center and the addition of a last-mile Amazon Fulfillment center. The addition of a Great Wolf Resort in the area would add a substantial number of jobs and new revenues to the County while diversifying our tourism offerings.

**Future Growth**

The BCC has approved five villages for the eastern part of Collier County (Longwater, Hyde Park, Brightshore, Bellmar and Rivergrass). These villages will encompass single family homes, multi-family homes, commercial use property, governmental use property, senior living facilities and a golf course. These and other communities create a projected buildout of over 800,000 by 2035.



## ECONOMIC CONDITIONS

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 1970'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.

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 2020 was 164,300. The following table identifies the top employers in Collier County in 2022.

### Top Employers

<u>Company</u>	<u>Employees</u>
Collier County Public Schools*	5,704
NCH Healthcare System	4,113
Arthrex, Inc.	3,605
Publix Supermarkets	3,100
Collier County Government (excl Sheriff)	2,545
Collier County Sheriff's Office	1,446
Ritz Carlton Hotel	1,100
JW Marriott – Marco Island	1,089
Seminole Casino – Immokalee	900
City of Naples	510

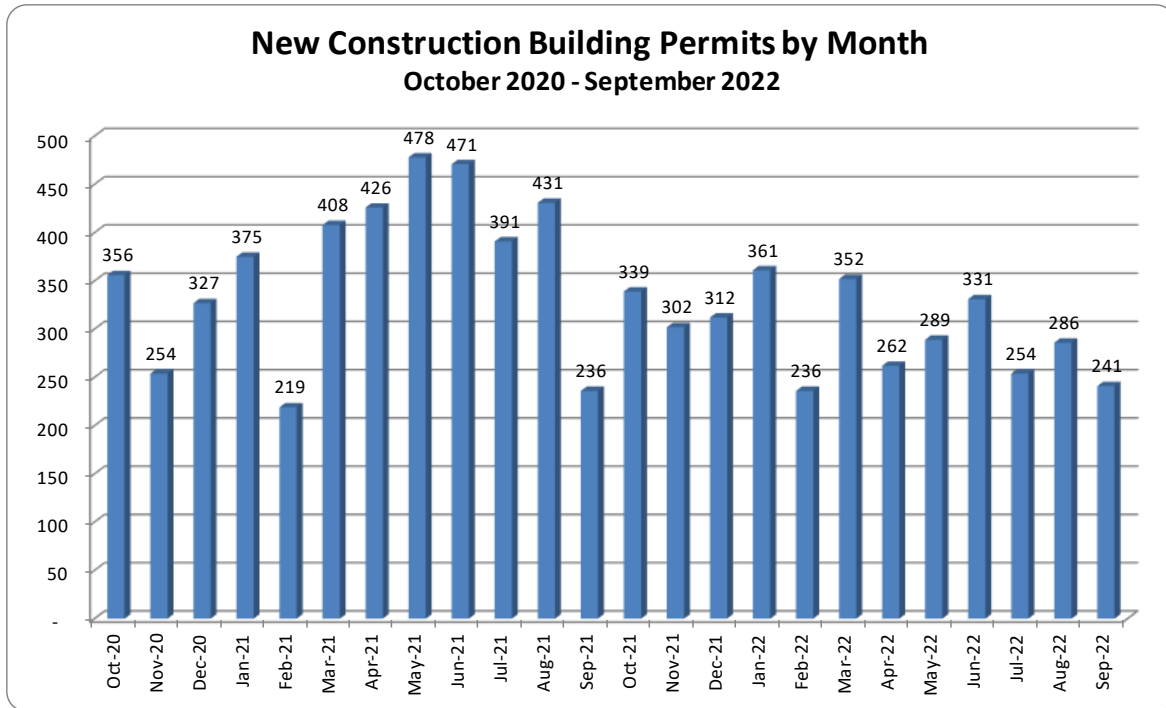
Source: [www.eflorida.com](http://www.eflorida.com) \* From the Collier County Office of Management and Budget.

In September 2022, the trade, transportation and utilities industries employed an average of 28,022 people. The consumer trade industry provides 19.6% of wage and salary jobs in the County.

According to the US Department of Labor Statistics, the education & health sector employs 23,206 people or 16.3% 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 27,427 people in 2022 which represents 19.2% of all private industry jobs in Collier County. Numbers reflect a decrease in employment for the first time in several years due to closures from the pandemic and Hurricane Ian.

Construction companies located in Collier County provided just over 17,851 jobs. In FY 2022, there were 3,565 new construction building permits. The following graph shows the total number of new construction building permits issued monthly from October 2020 through September 2022.



Source: Economic Development Council of Collier County

Professional and business services accounted for 22,092 jobs in 2022 representing 15.5% 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. Farming accounted for 2.0% of the total workforce during 2022 with 2,768 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.

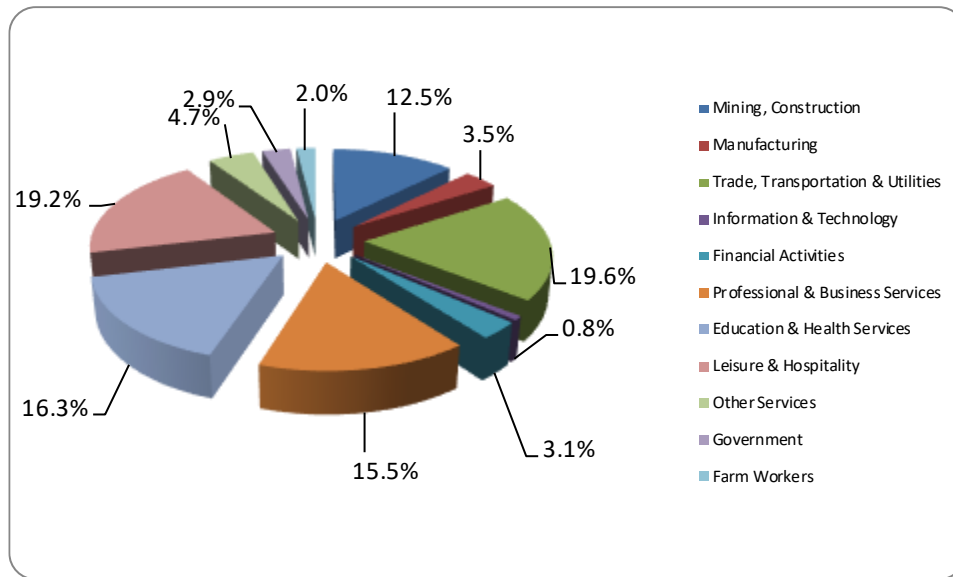
Financial services account for 3.1% of the wage and salary work force in Collier County. During 2022, financial services and real estate provided 4,439 jobs.

Government is the other major employer in the area and represents 2.9% of total jobs. The Collier County School Board, local municipal governments, the Board of County Commissioners and its Constitutional Officers employ these positions. The number of people employed by this segment represents approximately 4,118 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.

Collier County experienced two hurricanes in 2022 causing substantial damage. Collier had the ability to fund recovery due to revenues including those held for the Clerk.

## Employment by Industry – Calendar Year 2022



Source: Florida Agency for Workforce Innovation, Labor Market Statistics

Unemployment in Collier County remained steady in 2022 at 2.7% after spiking to a high of 12.3% in 2020 due to the COVID-19 pandemic. The unemployment rate dropped during our pandemic recovery and in September 2021, was 3.4%. In December 2021, the rate dropped to 2.7% where it remained throughout 2022. The economy of Naples and the surrounding county has historically been based on tourism, real estate development and agriculture. We have many companies starting their businesses here with the aid of local, state and federal fund assistance programs. Many non-profit organizations base their operations in Collier County to avail themselves of the philanthropic population within the County.

In FY 2023, we expect a decrease in recording activities. The growth in previous years was higher than anticipated, in part due to increased relocation of citizens from northern states. We do not reasonably expect this growth to continue. Ad Valorem taxable values increased in 2022 by 6.4% and are expected to increase again in 2023. The real estate market continues to grow as new commercial and residential development opportunities appear. Many individuals retire to Collier County and purchase primary and/or secondary homes.

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. To meet the growing demands on the court systems and the effect of the economic downturn, conservative budgeting of revenues and cost reductions were implemented in the budget of the Clerk’s operations.

The Florida Legislature is currently working with the Florida Court Clerks & Comptrollers (FCCC) and the Florida Clerk of Courts Operation Corporation (FLCCOC) to provide a revenue funding model for the court system to alleviate the continued budget deficit funding.

In FY 2023, we have an increase in our overall budget of 1.46% from FY 2022. The personnel expenditures increased due to a \$1,000 cost of living and pay plan adjustment and the addition of 2.0 new full-time equivalents (FTE’s).

## Year to Year Comparison of Budgets and Actuals Revenues

	2020 Budget	2020 Actual	2020 Variance	2021 Budget	2021 Actual	2021 Variance
<b>REVENUES BY CATEGORY:</b>						
<i>Charges for Services</i>						
Fund 011 General Fund	\$ 3,621,000	\$ 3,643,451	\$ 22,451	\$ 4,941,700	\$ 5,339,145	\$ 397,445
Fund 013 Court Services Fund	5,903,150	6,455,070	551,920	6,134,891	7,208,103	1,073,212
Fund 177 Court Technology Trust Fund	815,000	1,024,168	209,168	830,000	1,417,685	587,685
Fund 197 Public Records Modernization	285,000	342,514	57,514	290,000	468,982	178,982
<i>Total Charges for Services</i>	<u>10,624,150</u>	<u>11,465,203</u>	<u>841,053</u>	<u>12,196,591</u>	<u>14,433,915</u>	<u>2,237,324</u>
<i>Interest Income</i>						
Fund 011 General Fund	66,000	61,974	(4,026)	72,000	29,256	(42,744)
Fund 013 Court Services Fund	32,000	30,986	(1,014)	32,000	11,409	(20,591)
Fund 177 Court Technology Trust Fund	33,000	13,425	(19,575)	25,000	5,938	(19,062)
Fund 197 Public Records Modernization	37,000	18,717	(18,283)	32,000	6,399	(25,601)
<i>Total Interest Income</i>	<u>168,000</u>	<u>125,102</u>	<u>(42,898)</u>	<u>161,000</u>	<u>53,002</u>	<u>(107,998)</u>
<i>5% Statutory Reduction (non-court)</i>						
Fund 011 General Fund	(164,400)	-	164,400	(169,000)	-	169,000
Fund 013 Court Services Fund	-	-	-	-	-	-
Fund 177 Court Technology Trust Fund	(42,400)	-	42,400	(42,800)	-	42,800
Fund 197 Public Records Modernization	(16,100)	-	16,100	(16,100)	-	16,100
<i>Total 5% Statutory Reduction</i>	<u>(222,900)</u>	<u>-</u>	<u>222,900</u>	<u>(227,900)</u>	<u>-</u>	<u>227,900</u>
<i>Transfers</i>						
Fund 011 General Fund	7,880,100	7,880,100	-	8,565,900	8,565,900	-
Fund 013 Court Services Fund	227,309	466,611	239,302	259,005	192,580	(66,425)
Fund 177 Court Technology Trust Fund	-	-	-	-	-	-
Fund 197 Public Records Modernization	-	-	-	-	-	-
<i>Total Transfers</i>	<u>8,107,409</u>	<u>8,346,711</u>	<u>239,302</u>	<u>8,824,905</u>	<u>8,758,480</u>	<u>(66,425)</u>
<i>Carryforward (Fund Balance)</i>						
Fund 011 General Fund	-	-	-	-	-	-
Fund 013 Court Services Fund	-	-	-	-	-	-
Fund 177 Court Technology Trust Fund	1,715,874	2,320,203	604,329	2,544,708	3,369,955	825,247
Fund 197 Public Records Modernization	2,443,425	3,291,685	848,260	2,764,507	3,767,066	1,002,559
<i>Total Carryforward</i>	<u>4,159,299</u>	<u>5,611,888</u>	<u>1,452,589</u>	<u>5,309,215</u>	<u>7,137,021</u>	<u>1,827,806</u>
<b>Total</b>	<u>\$ 22,835,958</u>	<u>\$ 25,548,904</u>	<u>\$ 2,712,946</u>	<u>\$ 26,263,811</u>	<u>\$ 30,382,418</u>	<u>\$ 4,118,607</u>
<b>BUDGET BY FUND:</b>						
Fund 011 General Fund	\$ 11,402,700	\$ 11,585,525	\$ 182,825	\$ 13,410,600	\$ 13,934,301	\$ 523,701
Fund 013 Court Services Fund	6,162,459	6,952,667	790,208	6,425,896	7,412,092	986,196
Fund 177 Court Technology Trust Fund	2,521,474	3,357,796	836,322	3,356,908	4,793,578	1,436,670
Fund 197 Public Records Modernization	2,749,325	3,652,916	903,591	3,070,407	4,242,447	1,172,040
<i>Total Clerk Budget</i>	<u>\$ 22,835,958</u>	<u>\$ 25,548,904</u>	<u>\$ 2,712,946</u>	<u>\$ 26,263,811</u>	<u>\$ 30,382,418</u>	<u>\$ 4,118,607</u>

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

	<b>2022 Budget</b>	<b>2022 Actual</b>	<b>2022 Variance</b>	<b>2023 Approved</b>
<b>REVENUES BY CATEGORY:</b>				
<i>Charges for Services</i>				
Fund 011 General Fund	\$ 4,495,300	\$ 4,633,641	\$ 138,341	\$ 4,477,500
Fund 013 Court Services Fund	6,563,666	7,529,773	966,107	6,674,607
Fund 177 Court Technology Trust Fund	1,100,000	1,105,827	5,827	1,375,000
Fund 197 Public Records Modernization	400,000	371,816	(28,184)	435,000
<i>Total Charges for Services</i>	<u>12,558,966</u>	<u>13,641,057</u>	<u>1,082,091</u>	<u>12,962,107</u>
<i>Interest Income</i>				
Fund 011 General Fund	100,000	110,472	10,472	31,100
Fund 013 Court Services Fund	15,000	27,263	12,263	15,000
Fund 177 Court Technology Trust Fund	6,000	30,320	24,320	9,100
Fund 197 Public Records Modernization	6,000	25,031	19,031	8,100
<i>Total Interest Income</i>	<u>127,000</u>	<u>193,086</u>	<u>66,086</u>	<u>63,300</u>
<i>5% Statutory Reduction (non-court)</i>				
Fund 011 General Fund	(215,200)	-	215,200	(223,900)
Fund 013 Court Services Fund	-	-	-	-
Fund 177 Court Technology Trust Fund	(55,300)	-	55,300	(69,200)
Fund 197 Public Records Modernization	(20,300)	-	20,300	(22,200)
<i>Total 5% Statutory Reduction</i>	<u>(290,800)</u>	<u>-</u>	<u>290,800</u>	<u>(315,300)</u>
<i>Transfers</i>				
Fund 011 General Fund	9,542,900	9,542,900	-	10,740,700
Fund 013 Court Services Fund	359,668	482,520	122,852	342,185
Fund 177 Court Technology Trust Fund	-	-	-	-
Fund 197 Public Records Modernization	-	-	-	-
<i>Total Transfers</i>	<u>9,902,568</u>	<u>10,025,420</u>	<u>122,852</u>	<u>11,082,885</u>
<i>Carryforward (Fund Balance)</i>				
Fund 011 General Fund	-	-	-	-
Fund 013 Court Services Fund	-	-	-	-
Fund 177 Court Technology Trust Fund	3,628,179	4,446,722	818,543	2,690,648
Fund 197 Public Records Modernization	3,117,205	4,067,584	950,379	2,983,374
<i>Total Carryforward</i>	<u>6,745,384</u>	<u>8,514,306</u>	<u>1,768,922</u>	<u>5,674,022</u>
<b>Total</b>	<u><u>\$ 29,043,118</u></u>	<u><u>\$ 32,373,869</u></u>	<u><u>\$ 3,330,751</u></u>	<u><u>\$ 29,467,014</u></u>
<b>BUDGET BY FUND:</b>				
Fund 011 General Fund	\$ 13,923,000	\$ 14,287,013	\$ 364,013	\$ 15,025,400
Fund 013 Court Services Fund	6,938,334	8,039,556	1,101,222	7,031,792
Fund 177 Court Technology Trust Fund	4,678,879	5,582,869	903,990	4,005,548
Fund 197 Public Records Modernization	3,502,905	4,464,431	961,526	3,404,274
<i>Total Clerk Budget</i>	<u><u>\$ 29,043,118</u></u>	<u><u>\$ 32,373,869</u></u>	<u><u>\$ 3,330,751</u></u>	<u><u>\$ 29,467,014</u></u>

## Year to Year Comparison of Budgets and Actuals Expenditures

	2020 Budget	2020 Actual	2020 Variance	2021 Budget	2021 Actual	2021 Variance
<b>EXPENDITURES BY CATEGORY:</b>						
<i>Personnel Expenditures</i>						
Fund 011 General Fund	\$ 8,626,322	\$ 8,614,242	\$ 12,080	\$ 9,623,100	\$ 9,596,063	\$ 27,037
Fund 013 Court Services Fund	5,601,450	5,532,341	69,109	5,760,696	5,589,259	171,437
Fund 177 Court Technology Trust Fund	1,105,400	442,370	663,030	1,577,700	373,871	1,203,829
Fund 197 Public Records Modernization	-	-	-	-	-	-
<i>Total Personnel Expenditures</i>	<u>15,333,172</u>	<u>14,588,953</u>	<u>744,219</u>	<u>16,961,496</u>	<u>15,559,193</u>	<u>1,402,303</u>
<i>Operating Expenditures</i>						
Fund 011 General Fund	2,172,878	2,147,665	25,213	3,250,700	3,173,731	76,969
Fund 013 Court Services Fund	561,009	487,538	73,471	665,200	519,524	145,676
Fund 177 Court Technology Trust Fund	11,100	-	11,100	37,700	-	37,700
Fund 197 Public Records Modernization	1,617,000	-	1,617,000	1,658,800	-	1,658,800
<i>Total Operating Expenditures</i>	<u>4,361,987</u>	<u>2,635,203</u>	<u>1,726,784</u>	<u>5,612,400</u>	<u>3,693,255</u>	<u>1,919,145</u>
<i>Capital Expenditures</i>						
Fund 011 General Fund	603,500	599,099	4,401	536,800	534,147	2,653
Fund 013 Court Services Fund	-	-	-	-	-	-
Fund 177 Court Technology Trust Fund	-	-	-	-	-	-
Fund 197 Public Records Modernization	507,000	-	507,000	634,200	-	634,200
<i>Total Capital Expenditures</i>	<u>1,110,500</u>	<u>599,099</u>	<u>511,401</u>	<u>1,171,000</u>	<u>534,147</u>	<u>636,853</u>
<b>Total Expenditures</b>	<u>20,805,659</u>	<u>17,823,255</u>	<u>2,982,404</u>	<u>23,744,896</u>	<u>19,786,595</u>	<u>3,958,301</u>
<i>Reserves/Turnback</i>						
Fund 011 General Fund	-	224,519	(224,519)	-	630,361	(630,361)
Fund 013 Court Services Fund	-	932,787	(932,787)	-	1,303,309	(1,303,309)
Fund 177 Court Technology Trust Fund	1,404,974	-	1,404,974	1,741,508	-	1,741,508
Fund 197 Public Records Modernization	625,325	-	625,325	777,407	-	777,407
<i>Total Reserves/Turnback</i>	<u>2,030,299</u>	<u>1,157,306</u>	<u>872,993</u>	<u>2,518,915</u>	<u>1,933,670</u>	<u>585,245</u>
<b>Total Budget</b>	<u>\$ 22,835,958</u>	<u>\$ 18,980,561</u>	<u>\$ 3,855,397</u>	<u>\$ 26,263,811</u>	<u>\$ 21,720,265</u>	<u>\$ 4,543,546</u>
<b>BUDGET BY FUND:</b>						
Fund 011 General Fund	\$ 11,402,700	\$ 11,585,525	\$ (182,825)	\$ 13,410,600	\$ 13,934,302	\$ (523,702)
Fund 013 Court Services Fund	6,162,459	6,952,666	(790,207)	6,425,896	7,412,092	(986,196)
Fund 177 Court Technology Trust Fund	2,521,474	442,370	2,079,104	3,356,908	373,871	2,983,037
Fund 197 Public Records Modernization	2,749,325	-	2,749,325	3,070,407	-	3,070,407
<b>Total Clerk Budget by Fund</b>	<u>\$ 22,835,958</u>	<u>\$ 18,980,561</u>	<u>\$ 3,855,397</u>	<u>\$ 26,263,811</u>	<u>\$ 21,720,265</u>	<u>\$ 4,543,546</u>

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

	<b>2022 Budget</b>	<b>2022 Actual</b>	<b>2022 Variance</b>	<b>2023 Approved</b>
<b>EXPENDITURES BY CATEGORY:</b>				
<i>Personnel Expenditures</i>				
Fund 011 General Fund	\$ 10,696,900	\$ 10,677,617	\$ 19,283	\$ 11,724,300
Fund 013 Court Services Fund	6,274,748	6,247,633	27,115	6,695,056
Fund 177 Court Technology Trust Fund	1,146,400	59,380	1,087,020	1,283,000
Fund 197 Public Records Modernization	-	-	-	-
<i>Total Personnel Expenditures</i>	<u>18,118,048</u>	<u>16,984,630</u>	<u>1,133,418</u>	<u>19,702,356</u>
<i>Operating Expenditures</i>				
Fund 011 General Fund	3,203,100	3,164,322	38,778	3,242,400
Fund 013 Court Services Fund	663,586	599,235	64,351	336,736
Fund 177 Court Technology Trust Fund	94,700	-	94,700	2,700
Fund 197 Public Records Modernization	<u>2,425,500</u>	<u>96,329</u>	<u>2,329,171</u>	<u>2,161,200</u>
<i>Total Operating Expenditures</i>	<u>6,386,886</u>	<u>3,859,886</u>	<u>2,527,000</u>	<u>5,743,036</u>
<i>Capital Expenditures</i>				
Fund 011 General Fund	23,000	22,756	244	58,700
Fund 013 Court Services Fund	-	-	-	-
Fund 177 Court Technology Trust Fund	75,000	-	75,000	-
Fund 197 Public Records Modernization	<u>54,300</u>	<u>-</u>	<u>54,300</u>	<u>1,243,074</u>
<i>Total Capital Expenditures</i>	<u>152,300</u>	<u>22,756</u>	<u>129,544</u>	<u>1,301,774</u>
<b>Total Expenditures</b>	<u>24,657,234</u>	<u>20,867,272</u>	<u>3,789,962</u>	<u>26,747,166</u>
<i>Reserves/Turnback</i>				
Fund 011 General Fund	-	422,316	(422,316)	-
Fund 013 Court Services Fund	-	1,192,688	(1,192,688)	-
Fund 177 Court Technology Trust Fund	3,362,779	-	3,362,779	2,719,848
Fund 197 Public Records Modernization	<u>1,023,105</u>	<u>-</u>	<u>1,023,105</u>	<u>-</u>
<i>Total Reserves/Turnback</i>	<u>4,385,884</u>	<u>1,615,004</u>	<u>2,770,880</u>	<u>2,719,848</u>
<b>Total Budget</b>	<u>\$ 29,043,118</u>	<u>\$ 22,482,276</u>	<u>\$ 6,560,842</u>	<u>\$ 29,467,014</u>
<b>BUDGET BY FUND:</b>				
Fund 011 General Fund	\$ 13,923,000	\$ 14,287,011	\$ (364,011)	\$ 15,025,400
Fund 013 Court Services Fund	6,938,334	8,039,556	(1,101,222)	7,031,792
Fund 177 Court Technology Trust Fund	4,678,879	59,380	4,619,499	4,005,548
Fund 197 Public Records Modernization	<u>3,502,905</u>	<u>96,329</u>	<u>3,406,576</u>	<u>3,404,274</u>
<b>Total Clerk Budget by Fund</b>	<u>\$ 29,043,118</u>	<u>\$ 22,482,276</u>	<u>\$ 6,560,842</u>	<u>\$ 29,467,014</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 its strong economic 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 Everglades City provides an exceptional place to live, work, play and visit.

Collier County's future job growth is projected to increase as the state and national economies continue to grow.

The focus on clean, alternative energy, computer software and services, and healthcare should provide a strengthened economic base. Expansion of existing international companies like Arthrex, Inc. help to enhance future outlooks. Collier County realized economic improvement during FY 2022, and we expect that growth to continue through FY 2023.

Stabilization of the housing and job markets help in providing revenues to fund the Clerk to Board non-court 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 routinely complies with the budget policies adopted by the Board of County Commissioners for the general fund budget where possible. The Clerk's court budget is based upon services required and funding is determined by the Legislature of Florida according to statute. Annual changes in laws will continue to impact budgets.

For FY 2023, the budget of the Clerk's court operations increased 1.46% when compared to the previous year's final budget. The FY 2022 budget was increased during the year and the FY 2023 budget is above the prior year's originally approved budget. State-wide funding for Clerk's Offices increased slightly with further efforts by the legislature to increase the revenues for the Clerk's court operations. Collier County continues to be a "donor" county to State revenues (we provide more revenue to the State than the cost of our court operations.) Most counties in Florida are "deficit" counties (36 of the 67 counties in the state) meaning that their expenditures exceed revenues. Donor counties such as Collier provide funding for deficit county offices. This creates a question regarding long term viability of the statewide funding models, standard practices and efficiencies of operations.

The preceding pages were presented to the reader to provide a year-by-year comparison of budgets and actuals for FY 2020 through FY 2022. With respect to revenues, particularly FY 2020, FY 2021 and FY 2022, Collier has significantly exceeded our non-court revenue budget. This is due, in large part, to the quick recovery of the local economy from the pandemic and to significant increases in land transactions.



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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 State Supreme 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. Amendment 10 to the Florida Constitution was passed in during FY 2019. Amendment 10 returns the power to voters to determine who will serve as their Sheriff, Clerk of the Courts and Comptroller, Property Appraiser, Tax Collector, and Supervisor of Elections. This protects Florida citizens and visitors by ensuring constitutional offices report directly to the people they serve.

### **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 (BCC), which is governed by State statutes. In addition to the members of the Board, there are five separately elected independent constitutional officers: Clerk of Courts and Comptroller, 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 and Comptroller. The Board funds a portion, or in certain instances, all 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. *Florida Statutes* require the non-court budget excess (if any) to be paid to the Board at the close of the fiscal year. Court services are funded by fees charged in the court system. Any surplus funds from court operations are remitted to the State of Florida. Since Article V's inception, through FY 2022, Collier County has remained a "donor" county, returning surplus funds to the State and BCC.

To administer the duties and functions of the office the Clerk has created the following divisions: Finance and Board Minutes and Records, Courts, Information Technologies, Recording and Clerks Accounting, Human Resources, Community Relations and Outreach and the Office of the Inspector General.

Each division is headed by a director. Clerk staff are grouped into categories based upon common qualifications, experience and responsibility of the position. Supervisory personnel oversee both quality and quantity of work as well as supervise the individual clerks with respect to office policy and work output. 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 2023 – 2027

### MISSION STATEMENT

“Protect the public trust and promote accountability and accessibility”

Focus Area/Goals

#### **I. Human Resources – Employee Retention**

- A. Maintain positive clerk relations and maximize clerk retention through effective employee communication, participation and training programs to reduce turnover.
- B. Evaluate creative initiatives to enhance productivity.
- C. Maintain high levels of customer service through staff cross training.
- D. Enhance clerk recognition/rewards program to increase satisfaction and promote excellence in customer service.

#### **II. Financial Resources – Timely reporting, system integration and pro-active funds management**

- A. Meet all requirements for financial reporting.
- B. Continue to qualify for the Government Finance Officers Association (GFOA) Budget and Annual Comprehensive Financial Report (ACFR) recognition.
- C. Streamline year-end closing procedures related to the production of the ACFR through integrated technologies.
- D. Provide prudent cash management while maximizing safe returns on invested monies.
- E. Implement efficiency enhancements to accounts payable, payroll and financial processes.
- F. Multi-year upgrade of SAP financial software.
- G. Evaluate debt for cost reduction possibilities.

### **III. Physical Resources – Provide safe, secure, professional and functional space**

- A. Implementation of public computer kiosks to minimize space needs while expanding remote processing and services.
- B. Evaluate strategic county-wide locations to enhance customer services.
- C. Pursue court space changes to accommodate court clerk’s evidence and technology.
- D. Remodel of Jury and Court spaces for enhanced functionality and capacity.

### **IV. Technology Resources**

- A. Remain proactive and advance in security of systems.
- B. 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, process flow, time and attendance.
- C. Evaluate enhancements to the automated Recording Systems to streamline customer interaction.
- D. Implement annual SAP road-mapping strategy in conjunction with user departments and the Board of County Commissioners.

### **V. Customer Relations – Provide exceptional outreach services for community education and engagement**

- A. Expand the Clerk’s community outreach programs with civic and business associations, homeowner and condominium associations and schools in Collier County.
- B. Expand educational services, including live website tours of [www.collierclerk.com](http://www.collierclerk.com), electronic newsletters, press releases, announcements and notices of public interest through various email distribution lists and printed materials.
- C. Update the Clerk’s information and programs offered via the [www.collierclerk.com](http://www.collierclerk.com) website. Maintain currency of site information including the Clerk’s Outreach Schedule, Photo Gallery, News Room and Clerk’s information using audio, video, and text to reach a wide community audience and to accommodate different learning styles.
- D. Expand article outreach in publications.

### **VI. Other/Operational – Retention of records**

- A. Establish efficient and effective preservation of records and utilization of storage space including conversion of historic records to digital images.
- B. Bring all records to current media platforms for accessibility and preservation.

The strategic plan is updated annually in conjunction with the Clerk’s budget and provides a five-year guide. The data, goals and projects submitted by each department aids in creating the strategic plan for the Clerk’s Office.

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## ACCOUNTING CONCEPTS

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The accounts of the Clerk are organized based on funds. 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 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 Information Technologies. 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).

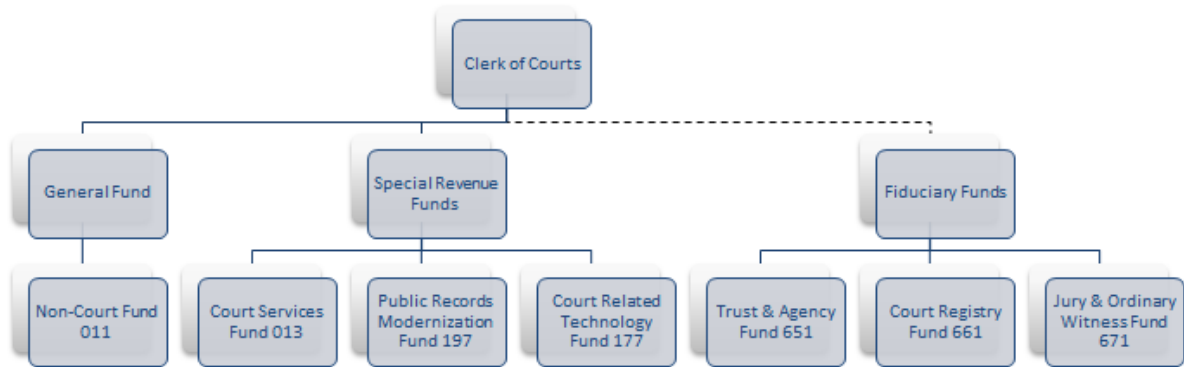
Special Revenue Funds – used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. This includes the Court Services Fund (013), Public Records Modernization Fund (197) and the Court Technology Trust Fund (177). The Court Services Fund can only be used for the operations of the courts in Collier County. 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 are 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's Uniform Chart of Accounts.

The following chart depicts the relationship between the various funds of the Clerk of Courts. As outlined on the previous page, the General Fund and Special Revenue Funds (including Court Services, Modernization and Technology funds) are 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 Agency funds (having only assets and liabilities – funds collected and held for other agencies usually remitted monthly or quarterly) are not presented in the budgeted operations for the Clerk of Courts.



**Non-Court Fund 011 includes:**

- Allocated Administration, Accounting, Inspector General and Records Management
- Finance
- Board Minutes and Records
- Circuit Court Operating Costs\*
- County Court Operating Costs\*
- Recording
- Allocated Satellite Offices
- Allocated Information Technologies Costs

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

**Court Services Fund 013 includes:**

- Allocated Administration, Accounting, Inspector General and Records Management
- Circuit Court Operations
- County Court Operations
- Allocated Satellite Offices
- Collections

**Public Records Modernization Fund 197 includes:**

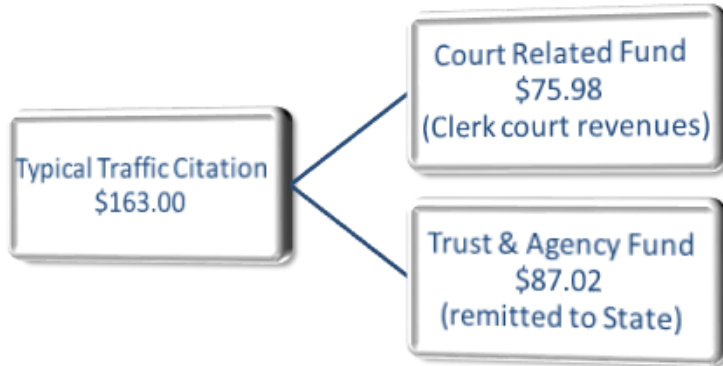
- Hardware and Software Purchases

**Court Related Technology Fund 177 includes:**

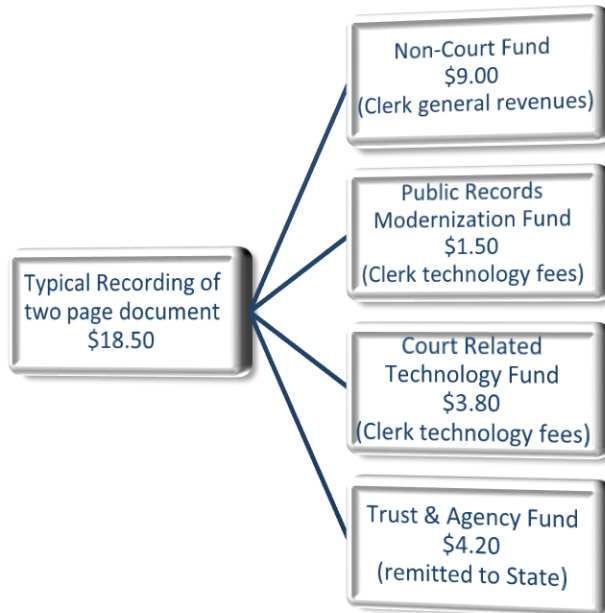
- Hardware and Software Purchases
- Allocated Information Technologies Costs

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

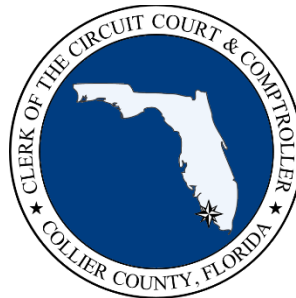
In a typical traffic citation, the fees collected are disbursed to two different funds. The Court Related Fund receives revenues to operate the court departments. The remaining Trust & Agency Funds are collected and remitted to the State of Florida per *Florida Statutes*.



A typical two-page recording will cost \$18.50. 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 \$3.80 respectively for computer/software for the Clerk's Office. The remaining \$4.20 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) dictates Clerk budget deadlines and processes. On or before June 1 of each year, or May 1<sup>st</sup> at option of the Board of County Commissioners, the Clerk of Courts and County Comptroller shall submit to the Board of County Commissioners (BCC) a tentative non-court budget for the Clerk's Office for the ensuing fiscal year. The Board routinely requests May 1 submission of the non-court budgets. A budget book containing non court costs is provided to make them aware of the costs of Clerk to Board functions and statutorily required items that require BCC 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 her 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 her capacity as Clerk of the Circuit and County Court, and as Clerk of the Board of County Commissioners, shall prepare her 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; 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 her 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 her appropriation budget. Division directors 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 Divisions. Division budgets, representing basic operating units, have been grouped by function. Division budgets are presented 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) 2023 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 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 2020, FY 2021, FY 2022 and budgets for FY 2023 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 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 2022. The FY 2023 Budget is compared to the FY 2022 final budget in dollars in the Increase/ (Decrease) column with percent differences in the "Percent Change" column. Actuals for FY 2021 and FY 2022 are presented along with budgets for FY 2022 and FY 2023.

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## BUDGET IN BRIEF

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The following is a summary of the main considerations when preparing the Clerk of the Circuit Court and Comptroller budget for FY 2023:

- The budget must be balanced (revenues = expenditures for each fund).
- General Fund revenues are based on historical trends of the Recording Department and Board of County Commissioners transfers for services.
- 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.
- The Public Modernization Fund revenues are linked directly to and follow the trends of the Recording Department's activity.
- The Clerk's Office has a budgeted increase of 2.00 FTEs.
- A 2% budgeted increase was included for the increasing cost of goods as well as an 8% increase to personal services to incorporate BCC pay plan changes.
- The Court services budget has been slightly increased per review by Florida Clerk of Courts Operation Corporation.
- The required pension contribution has been budgeted at the increased rates projected by the Florida Retirement System.
- No debt is anticipated during the FY 2023 budget cycle.

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## BUDGET DEVELOPMENT CALENDAR FOR FISCAL YEAR 2023

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<u>Dates</u>	<u>Description</u>
February 1	Budget preparation materials distributed to Division Directors
February 10	Budget packets due to Clerk's Accounting no later than 5:00 p.m.
Beginning February 13	Review of Division Budgets with Directors and Finance
February 14	Preliminary review of Budgets with Clerk
March 3	Final review of Budgets
March	County Budget Policy from BCC
Week of March 10	Final proof of numbers, text, and layout of budget book
Week of April 10	Copy and bind budget books for distribution
May 1	Clerk's Board related budget due to the Board of County Commissioners Clerk's court budget submitted to the FLCCOC
June 15 & 16	<u>Public Presentations and Workshop</u> with the Board of County Commissioners
July 6	Tentative millage rates set by BCC at advertised Public Hearings
September 1	File budget with the Clerk
September 14 & 28 @5:05 p.m.	<u>Two advertised public hearings</u> and Board of County Commissioners vote/approval of Board related costs
October 1, 2023	New Fiscal Year 2024 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 by the Clerk, the budgets are submitted to the Board of County Commissioners (non-court related budget) and the 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 the budget policy for the upcoming fiscal year, including recommendations regarding millage rates, in March of the preceding year. The Clerk's budget is submitted by May 1<sup>st</sup> to the Board of County Commissioners. The Clerk is not required by law to follow BCC policy but has routinely followed their guidance. 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>, 2023 for FY 2024 approval. Florida Statutes require that budgets be balanced. 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. Other required performance standards and cost of living considerations are required by statute when determining court funding by the state. The Collier County Clerk of Courts and Comptroller submits a balanced budget each year and meets every set performance standard. Despite these facts, the courts have not been appropriately funded from the state to remain operational. The court's budget has been subsidized by the BCC in the amount of \$400,000 in order to maintain services. The Clerk's total budget is submitted, approved by the Clerk, 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 Courts, by statute, approves her budget no later than October 1<sup>st</sup> each year.

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## SPECIFIC BUDGET POLICIES FOR FISCAL YEAR 2023

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

*Florida Statutes* 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**

- The Clerk's budget included an 8% increase for alignment with the pay ranges of the BCC above the FY 2022 budget.
- The Clerk's FY 2023 budget is an overall 1.46% increase in appropriations when compared to the prior year total funding levels.
- On May 1, the Clerk submitted to the Board proposed costs for statutory funding requirements and costs for functions as Clerk to the Board.
- At the budget workshops in June 2022, the Board authorized \$10,740,700 in Clerk fees for Board functions.
- Funding of \$53,500 was also provided for continuation of financial services to the Supervisor of Elections under an inter-local contractual agreement.
- BCC funded an additional \$800,000 for clerk to the board functions and \$400,000 dollars to subsidize unfunded court costs for pay plan increases.

### **Compensation Administration**

The Clerk of Courts, as a separately elected constitutional officer, has full authority over the policies of her 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. Minimize 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 position classifications.
2. Evaluate creative initiatives to enhance productivity.
3. Facilitate the hiring and retention of the most knowledgeable, skilled, and experienced clerks available.
4. Support continuous training, professional development, and enhanced career mobility.
5. Recognize and reward individual and team achievements.

The goals stated above are limited by the current economic conditions and funding. The Clerk's Office attempts to adhere to Board policy and State legislative guidelines when possible.

The Board of County Commissioners compensation plan has been limited for FY 2023 as follows:

<b>Program Component</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Cost of Living (COLA)	\$1,200/ employee	2% or \$1,200/ employee	\$1,200/ employee	\$1,000/ employee	2%
Merit Plan	0%	0%	0.5%	0%	0%
Pay Plan Maintenance	0%	0%	0%	0%	0%
Total	\$1,200/ employee	2% or \$1,200/ employee	\$1,200/ employee plus 0.5%	\$1,000/ employee	\$ 1,200/ Employee plus *8%

This is the Board of County Commissioners' Budget Policy.

In FY 2020, and FY 2021 there was a \$1,200 per clerk COLA included in the Clerk's budget. For FY 2022, the clerk adopted the \$1,000 COLA increase for all clerks and an additional 0.5% increase for the merit plan. In FY 2023, a 2% increase for COLA was planned and followed the BCC pay plan adjustments of 8%. The Clerk strives to remain competitive locally and will continue to monitor market salaries, revenues and budget constraints to determine the best application of available funds.

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

The FY 2023 budget reflects an overall increase of 2.0 FTEs. The increased positions are in the Clerk to Board and Accounting, Recording, and Satellites due to expansion of services. In service organizations, such as local governments, most expenditures 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 existing service levels. Two Satellite offices opened in 2022, one located at Heritage Bay in the northern part of Collier County and one on Marco Island in the south of Collier County. Despite successful operations of these new locations, future expansion could be hindered due to funding. Continued budgetary reductions from the State CCOC hinder our ability to recruit and retain qualified staff.

### **Florida Retirement**

The budget for FY 2023 contains a slight increase in the amounts mandated by the FRS for each of the categories including Regular Risk (12.16% contribution rate), Senior Management (31.82%) and Elected Officials (57.25%). 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 who work a minimum of 30 hours per week. The plan is split with the Clerk's Office paying 80% of the cost and the individual pays the remaining 20% through payroll deductions. Management and staff continue to work together to mitigate future increases by restructuring benefit levels and implementing 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 a medical clinic on campus.



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## BUDGET POLICIES FOR FISCAL YEAR 2023

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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 2023. The employer's share of premiums are budgeted based on projected actual from the prior year (approximately \$13,975 per year for an individual or \$20,995 per year for family coverage) with the individual 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, except for the Constitutional Officer funds. Reserves for the Constitutional Officer funds including the Clerk of Courts are appropriated within the County's General Fund.
- The Clerk's reserves for the state-related court operations are \$0 locally. For the last several years the State has maintained a reserve that has not been made available to Collier County. Collier County routinely remits millions of dollars by mandate to fund other counties.

#### **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 2023 due to anticipated pay plan adjustment. State funds in-excess of expenses by statute are required to be returned to the Florida Department of Revenue prior to January 25, 2024. The excess for the State court budget is projected to be \$0 for the FY 2023 budget cycle. In prior years, the Clerk has contributed significantly to both the State and the Board (excess fees in FY 2022 were \$1,192,688 and \$422,316 respectively.)

### **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 process. The Clerk's capital budget for FY 2023 is primarily to fund capital equipment for the Clerk's Information Technologies (C.I.T.) department as well as various software and hardware upgrades and purchases within operating departments.
- 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 courts 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 Annual Comprehensive Financial Report (ACFR) reflects the status of the County's finances on a GAAP basis. In most cases, this conforms to the way the Clerk prepares her 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 ACFR of Collier County as an outstanding liability. The Annual Comprehensive Financial Report shows fund expenditures and revenues on both a GAAP basis and a budget basis for comparative purposes.

Finally, fund balance allocations (the excess of revenues less expenses for the fiscal year operations) are budgeted and included as revenue on a budgetary basis but are eliminated on a GAAP basis for financial reporting when incorporated into the Board of County Commissioners financial statements. The Clerk only has fund balances in the 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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### Current 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 her 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's requests for reductions promulgated by budget policy.

The FY 2023 budget 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 had an addition of 2.00 FTE in the non-court areas. An increase of 8% to match the BCC payroll plan was implemented for both court and non-court funds.
- 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 2023. All equipment is reviewed for effectiveness and useful life and replaced only as necessary.
- Section 28.37, *Florida Statutes*, provides that all revenues from court-related fines, fees, service charges and costs for the period October 1, 2022, through September 30, 2023, 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, 2024.
- 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 within 31 days 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 continues to be a donor office by providing excess revenues/unexpended funds to the State of Florida and to the Board of County Commissioners. In 2022, we provided \$1,192,688 to the State in unexpended funds from Court operations and \$422,316 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 operating funds are "turn back funds" and debt cannot be issued beyond a single fiscal year. All purchases are recorded as expenditures in the current year. All facility costs, by *Florida Statute*, are required to be paid by the Board of County Commissioners. The Clerk's policy is not to incur debt. The Clerk's Office will not issue debt in FY 2023.

## **Investment Policy**

Investment of Clerk's funds is based on maintaining 24-hour liquidity. All Clerk funds are held in local banks, State pooled funds 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. Match assets to liabilities by maintaining sufficient liquidity to meet reasonably anticipated operating and capital requirements.

Secondary Objective:

1. Return on investment - The investment portfolio shall be designed with the objective of attaining a market rate of return, while accounting for the investment risk constraints and liquidity needs. Return on investment is of least importance compared to the safety and liquidity objectives described in the Primary Objectives above. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Despite this, the Clerk may trade an investment and recognize a loss from time to time to achieve an improved relative value to enhance the return of the portfolio.

## **Purchasing Policy**

It is the Clerk's Policy to purchase only those goods and services necessary to service the taxpayers of the county. Purchases of assets valued over \$5,000 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 in lieu of fees.

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 volume levels. The forecast assumes no significant increase in transactional activity and a slight reduction in chargeable fees due to ongoing online automation (more reports and information can be downloaded directly by the public.) 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. The purpose and description of the Clerk's funds are as follows:

**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 supports the Finance, Board Minutes and Records, Inspector General, Recording and Clerks Accounting, Information Technologies, and the General Administration departments overhead expenses.

**Special Revenue Funds** *Special Revenue Funds* are used to account for the revenues from specific sources that are designated 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 supported by 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 equivalent positions. 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 Information Technologies support). A portion of document recording fees offset costs. On July 1, 2009, the revenue source was increased to include 10% of fines assessed in the criminal and traffic court departments. These statutes have since been reversed and the revenues are again in 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 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 Public 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, of the subsequent year. Special Revenue funds can 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 2023, funds are budgeted to support continued modernization of financial systems and the update and/or replacement of the existing hardware systems.

### PUBLIC RECORDS MODERNIZATION FUND (197)

	FY 2020	FY 2021	FY 2022	FY 2023
	Actual	Actual	Actual	Budget
Beginning Fund Balance	\$ 2,965,559	\$ 3,291,685	\$ 3,767,066	\$ 4,067,584
Revenues	326,126	475,381	396,847	420,900
Expenditures	-	-	(96,329)	(3,404,274)
Reserves	-	-	-	-
Ending Fund Balance	<u>\$ 3,291,685</u>	<u>\$ 3,767,066</u>	<u>\$ 4,067,584</u>	<u>\$ 1,084,210</u>

Current revenues are not at a sufficient level to provide for replacement of major systems; based on the above chart, revenues cannot sustain current expenditures beyond the FY 2023 budget cycle. 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 2022, funds are allocated to support the Court System’s development; and a percentage of the personnel and operational costs of the Clerks Information Technologies department (CIT).

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget
Beginning Fund Balance	\$ 1,724,980	\$ 2,320,203	\$ 3,369,955	\$ 4,446,722
Revenues	1,037,593	1,423,623	1,136,147	1,314,900
Expenditures	(442,370)	(373,871)	(59,380)	(1,285,700)
Reserves	-	-	-	(2,719,848)
Ending Fund Balance	<u>\$ 2,320,203</u>	<u>\$ 3,369,955</u>	<u>\$ 4,446,722</u>	<u>\$ 1,756,074</u>

Current revenues are not at a sufficient level to sustain annual expenditures beyond FY 2024, 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.

The Clerk makes every effort to purchase capital items through the least restrictive funds available for preservation of the Public Records Modernization and Courts Information Technology funds.

**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 increase marginally by 1.46% in FY 2023. The increase is primarily due to increased funding approved by the FLCCOC.

As is presented on Page 52, interest income earned on fees of the Clerk’s Office is expected to decrease to a level of \$63,300. This is due to reduced interest on the carry forward (or fund balances) in the Special Revenue Funds and the reduced recording fees anticipated. With the excess revenues balances required to be remitted to the State monthly, our cash balances have remained lower than in past years.

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 to provide a built-in safeguard against revenue shortfalls. Thus, revenues are reduced by \$315,300 for reserves or 5 percent of non-court revenues.

The exhibits on pages 52 and 53 summarize the budgets for FY 2020, FY 2021, FY 2022, and the approved budget for FY 2023 with a comparison of FY 2022 & FY 2023 by dollars and percent change. The expenditure section of this exhibit is further divided into activities by budget category and discussed below.

As indicated by this summary, revenues and other funding sources are expected to increase by 1.46 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.

### **Expenditure Budget Overview**

As the budget is presented, we are maintaining current service levels. To enhance or improve the performances of the office we would need increased funding in both the non-court and court budgets. The increase of 1.46 percent in overall spending for FY 2023 budget, compared to FY 2021 final budget, is a result of the use of reserves in the Public Records Modernization funds. Of the proposed expenditure budget of \$26,747,166, approximately 74 percent is for personnel services, approximately 21 percent is for operating expenses, and approximately 5 percent is for capital expenditures.

Most of the expenses, are reflected in personnel services, budgeted at \$19,702,356 (pg. 54) for FY 2022 and represent an increase of \$1,584,308 or 8.74% when compared to the FY 2022 budget. This includes the general wage adjustment and retirement cost increases and two additional positions in the current budget cycle.

Operating expenditures are \$5,743,036 (pg. 53) or \$643,850 lower than FY 2022 budget for an -10.08% decrease. These costs reflect decreased projected minor equipment and repair and maintenance costs.

In summary, the FY 2023 expenditure budget reflects an overall increase of 1.46% to the prior year's final budget. Many factors included within the budget are outside the control of the Clerk of the Circuit Court and are dictated by *Florida Statute*, or CCOC or BCC funding. Insurance rates mandated by the County and retirement rates mandated by the State are projected to increase during FY 2023. Even though the Clerk submits a budget for the court related expenditures to the State, for the last several years the State and BCC have reduced the Clerk's budgets as revenues have declined. This year, the BCC allowed a slight increase overall in personnel related expenditures in the overall budget for the Clerk.

The Clerk's Office continues to do more with less. Deputy Clerks received a 8% pay increase in FY 2022. This increase was funded by BCC and Clerk funds.

The funding levels outlined in this budget 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.
- Provide service to customers of Collier County Clerk of Courts that reflects our dedication to maintaining efficient and effective operations.



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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 insufficient funding of the court budget by the CCOC; 2) the ability to maintain revenues sufficient for operations; 3) the ability to retain sufficient staffing levels under current economic conditions; 4) the ability to meet the ever-increasing demands for reporting and data; and 5) 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.

Court related revenues continue to be of concern due to the instability of the revenue source. In FY 2023 collections increased slightly over FY 2022. However, the CCOC continues to reduce our budget requests and allocate our earned revenues to other counties. 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 2023 and beyond. The Florida Court Clerks & Comptrollers is providing a bill to the State Legislature to address the funding issues in the coming years.

Staff retention is an area of concern for the Clerk's Office. The current cost of living adjustment of 8% helps keep our office competitive with the surrounding area. As businesses continue to expand and open, cost of living changes, and the housing market fluctuates, we will need to continue to analyze and possibly adjust to retain staff.

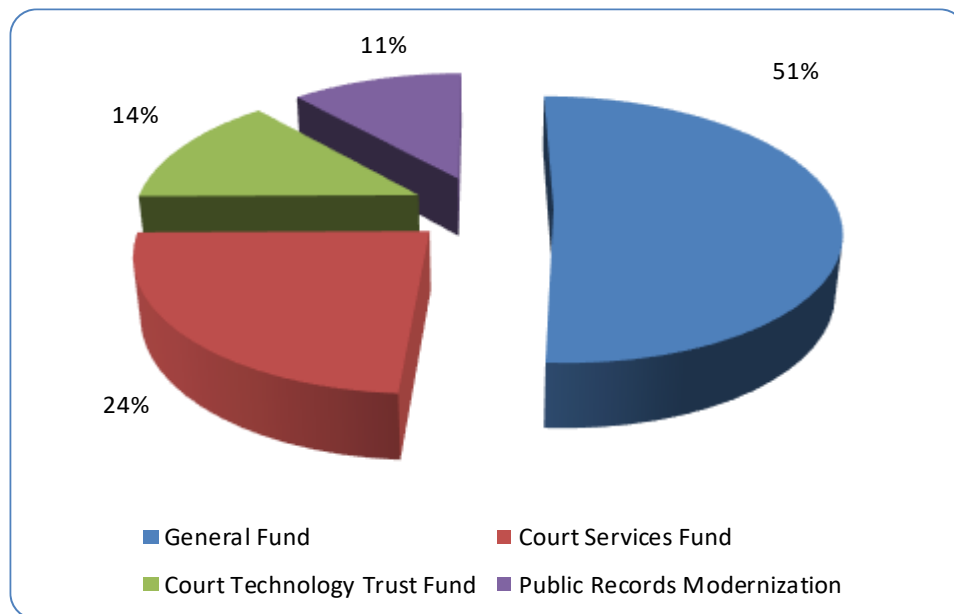
A major concern is the State-mandated changes from year to year on Article V court reporting that create local workloads without corresponding revenue to support these changes. Since the implementation of Article V revisions to the Florida Constitution, the Clerk's Office has seen a significant increase in the number and frequency of reporting requirements (from twelve reports to over one hundred reports annually). Current legislative reductions to Clerk's court revenues and the distribution of Collier revenues to other counties while workloads continue to increase, hurts the Clerk's ability to maintain services.

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 2023, we will continue our program of microfilming court records 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.

## BUDGET BY FUND

	Fund 011 General Fund	Fund 013 Court Services	Fund 177 Court Technology	Fund 197 Public Records Modernization	Total FY 2023 Budget
<b>Revenues</b>					
Charges for Services	\$ 4,477,500	\$ 6,674,607	\$ 1,375,000	\$ 435,000	\$ 12,962,107
Interest Income	31,100	15,000	9,100	8,100	63,300
5% Statutory Reduction	(223,900)	-	(69,200)	(22,200)	(315,300)
Transfers	10,740,700	342,185	-	-	11,082,885
Carryforward	-	-	2,690,648	2,983,374	5,674,022
<b>Total Revenues</b>	<b>\$ 15,025,400</b>	<b>\$ 7,031,792</b>	<b>\$ 4,005,548</b>	<b>\$ 3,404,274</b>	<b>\$ 29,467,014</b>
<b>Expenditures</b>					
Personnel Expenditure	\$ 11,724,300	\$ 6,695,056	\$ 1,283,000	-	\$ 19,702,356
Operating Expenditure	3,242,400	336,736	2,700	2,161,200	5,743,036
Capital Expenditure	58,700	-	-	1,243,074	1,301,774
Reserves/Turnback	-	-	2,719,848	-	2,719,848
<b>Total Expenditures</b>	<b>\$ 15,025,400</b>	<b>\$ 7,031,792</b>	<b>\$ 4,005,548</b>	<b>\$ 3,404,274</b>	<b>\$ 29,467,014</b>

## FUNDS BY PERCENTAGE (FY 2022)



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**CLERK OF COURTS BUDGETED STATEMENT OF OPERATIONS**

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**CLERK OF COURTS BUDGETED STATEMENT OF OPERATIONS**

**Revenues**

	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Approved</b>	<b>2022 Budget/ 2023 Approved Variance</b>	<b>Percent Change</b>
<b>REVENUES BY CATEGORY:</b>						
<i>Charges for Services</i>						
Fund 011 General Fund	\$ 3,621,000	\$ 4,941,700	\$ 4,495,300	\$ 4,477,500	\$ (17,800)	(0.40%)
Fund 013 Court Services Fund	5,903,150	6,134,891	6,563,666	6,674,607	110,941	1.69%
Fund 177 Court Technology Trust Fund	815,000	830,000	1,100,000	1,375,000	275,000	25.00%
Fund 197 Public Records Modernization	285,000	290,000	400,000	435,000	35,000	8.75%
<i>Total Charges for Services</i>	<u>10,624,150</u>	<u>12,196,591</u>	<u>12,558,966</u>	<u>12,962,107</u>	<u>403,141</u>	<u>3.21%</u>
<i>Interest Income</i>						
Fund 011 General Fund	66,000	72,000	100,000	31,100	(68,900)	(68.90%)
Fund 013 Court Services Fund	32,000	32,000	15,000	15,000	-	0.00%
Fund 177 Court Technology Trust Fund	33,000	25,000	6,000	9,100	3,100	51.67%
Fund 197 Public Records Modernization	37,000	32,000	6,000	8,100	2,100	35.00%
<i>Total Interest Income</i>	<u>168,000</u>	<u>161,000</u>	<u>127,000</u>	<u>63,300</u>	<u>(63,700)</u>	<u>(50.16%)</u>
<i>5% Statutory Reduction (non-court)</i>						
Fund 011 General Fund	(164,400)	(169,000)	(215,200)	(223,900)	(8,700)	4.04%
Fund 013 Court Services Fund	-	-	-	-	-	0.00%
Fund 177 Court Technology Trust Fund	(42,400)	(42,800)	(55,300)	(69,200)	(13,900)	25.14%
Fund 197 Public Records Modernization	(16,100)	(16,100)	(20,300)	(22,200)	(1,900)	9.36%
<i>Total 5% Statutory Reduction</i>	<u>(222,900)</u>	<u>(227,900)</u>	<u>(290,800)</u>	<u>(315,300)</u>	<u>(24,500)</u>	<u>8.43%</u>
<i>Transfers</i>						
Fund 011 General Fund	7,880,100	8,565,900	9,542,900	10,740,700	1,197,800	12.55%
Fund 013 Court Services Fund	227,309	259,005	359,668	342,185	(17,483)	(4.86%)
Fund 177 Court Technology Trust Fund	-	-	-	-	-	0.00%
Fund 197 Public Records Modernization	-	-	-	-	-	0.00%
<i>Total Transfers</i>	<u>8,107,409</u>	<u>8,824,905</u>	<u>9,902,568</u>	<u>11,082,885</u>	<u>1,180,317</u>	<u>11.92%</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	1,715,874	2,544,708	3,628,179	2,690,648	(937,531)	(25.84%)
Fund 197 Public Records Modernization	2,443,425	2,764,507	3,117,205	2,983,374	(133,831)	(4.29%)
<i>Total Carryforward</i>	<u>4,159,299</u>	<u>5,309,215</u>	<u>6,745,384</u>	<u>5,674,022</u>	<u>(1,071,362)</u>	<u>(15.88%)</u>
<b>Total Budget</b>	<u>\$ 22,835,958</u>	<u>\$ 26,263,811</u>	<u>\$ 29,043,118</u>	<u>\$ 29,467,014</u>	<u>\$ 423,896</u>	<u>1.46%</u>
<b>BUDGET BY FUND:</b>						
Fund 011 General Fund	\$ 11,402,700	\$ 13,410,600	\$ 13,923,000	\$ 15,025,400	\$ 1,102,400	7.92%
Fund 013 Court Services Fund	6,162,459	6,425,896	6,938,334	7,031,792	93,458	1.35%
Fund 177 Court Technology Trust Fund	2,521,474	3,356,908	4,678,879	4,005,548	(673,331)	(14.39%)
Fund 197 Public Records Modernization	2,749,325	3,070,407	3,502,905	3,404,274	(98,631)	(2.82%)
<b>Total Budget (by Fund)</b>	<u>\$ 22,835,958</u>	<u>\$ 26,263,811</u>	<u>\$ 29,043,118</u>	<u>\$ 29,467,014</u>	<u>\$ 423,896</u>	<u>1.46%</u>

**CLERK OF COURTS BUDGETED STATEMENT OF OPERATIONS**

**Expenditures**

	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Approved</b>	<b>2022 Budget/ 2023 Approved Variance</b>	<b>Percent Change</b>
<b>EXPENDITURES BY CATEGORY:</b>						
<i>Personnel Expenditures</i>						
Fund 011 General Fund	\$ 8,626,322	\$ 9,623,100	\$ 10,696,900	\$ 11,724,300	\$ 1,027,400	9.60%
Fund 013 Court Services Fund	5,601,450	5,760,696	6,274,748	6,695,056	420,308	6.70%
Fund 177 Court Technology Trust Fund	1,105,400	1,577,700	1,146,400	1,283,000	136,600	11.92%
Fund 197 Public Records Modernization	-	-	-	-	-	0.00%
<i>Total Personnel Expenditures</i>	<u>15,333,172</u>	<u>16,961,496</u>	<u>18,118,048</u>	<u>19,702,356</u>	<u>1,584,308</u>	<u>8.74%</u>
<i>Operating Expenditures</i>						
Fund 011 General Fund	2,172,878	3,250,700	3,203,100	3,242,400	39,300	1.23%
Fund 013 Court Services Fund	561,009	665,200	663,586	336,736	(326,850)	(49.26%)
Fund 177 Court Technology Trust Fund	11,100	37,700	94,700	2,700	(92,000)	(97.15%)
Fund 197 Public Records Modernization	1,617,000	1,658,800	2,425,500	2,161,200	(264,300)	(10.90%)
<i>Total Operating Expenditures</i>	<u>4,361,987</u>	<u>5,612,400</u>	<u>6,386,886</u>	<u>5,743,036</u>	<u>(643,850)</u>	<u>(10.08%)</u>
<i>Capital Expenditures</i>						
Fund 011 General Fund	603,500	536,800	23,000	58,700	35,700	155.22%
Fund 013 Court Services Fund	-	-	-	-	-	0.00%
Fund 177 Court Technology Trust Fund	-	-	75,000	-	(75,000)	(100.00%)
Fund 197 Public Records Modernization	507,000	634,200	54,300	1,243,074	1,188,774	2189.27%
<i>Total Capital Expenditures</i>	<u>1,110,500</u>	<u>1,171,000</u>	<u>152,300</u>	<u>1,301,774</u>	<u>1,149,474</u>	<u>754.74%</u>
<b>Total Expenditures</b>	<u>20,805,659</u>	<u>23,744,896</u>	<u>24,657,234</u>	<u>26,747,166</u>	<u>2,089,932</u>	<u>8.48%</u>
<i>Reserves/Turnback</i>						
Fund 011 General Fund	-	-	-	-	-	0.00%
Fund 013 Court Services Fund	-	-	-	-	-	0.00%
Fund 177 Court Technology Trust Fund	1,404,974	1,741,508	3,362,779	2,719,848	(642,931)	(19.12%)
Fund 197 Public Records Modernization	625,325	777,407	1,023,105	-	(1,023,105)	(100.00%)
<i>Total Reserves/Turnback</i>	<u>2,030,299</u>	<u>2,518,915</u>	<u>4,385,884</u>	<u>2,719,848</u>	<u>(1,666,036)</u>	<u>(37.99%)</u>
<b>Total Budget</b>	<u>\$ 22,835,958</u>	<u>\$ 26,263,811</u>	<u>\$ 29,043,118</u>	<u>\$ 29,467,014</u>	<u>\$ 423,896</u>	<u>1.46%</u>
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Fund 011 General Fund	\$ 11,402,700	\$ 13,410,600	\$ 13,923,000	\$ 15,025,400	\$ 1,102,400	7.92%
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Fund 177 Court Technology Trust Fund	2,521,474	3,356,908	4,678,879	4,005,548	(673,331)	(14.39%)
Fund 197 Public Records Modernization	2,749,325	3,070,407	3,502,905	3,404,274	(98,631)	(2.82%)
<b>Total Budget (by Fund)</b>	<u>\$ 22,835,958</u>	<u>\$ 26,263,811</u>	<u>\$ 29,043,118</u>	<u>\$ 29,467,014</u>	<u>\$ 423,896</u>	<u>1.46%</u>

## STAFFING

### PERSONNEL COUNT 2018 – 2023

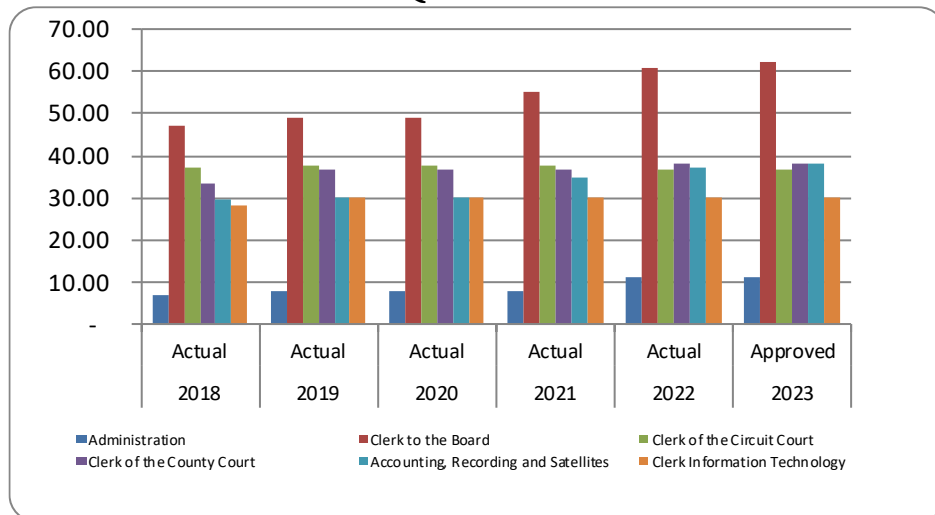
<i>Department</i>	<i>2018 Actual</i>	<i>2019 Actual</i>	<i>2020 Actual</i>	<i>2021 Actual</i>	<i>2022 Actual</i>	<i>2023 Approved</i>
Administration	7.10	8.00	8.00	8.00	11.00	11.00
Clerk to the Board	47.00	49.00	49.00	55.00	61.00	62.00
Clerk of the Circuit Court	37.23	37.50	37.50	37.50	36.78	36.78
Clerk of the County Court	33.27	36.50	36.50	36.50	38.22	38.22
Accounting, Recording and Satellites	29.50	30.00	30.00	35.00	37.00	38.00
Clerk Information Technology	28.00	30.00	30.00	30.00	30.00	30.00
<b>Total Employees</b>	<b>182.10</b>	<b>191.00</b>	<b>191.00</b>	<b>202.00</b>	<b>214.00</b>	<b>216.00</b>

Staffing levels in the Clerk’s Office are still well below FY 2008 levels which were 290 FTEs. Retaining qualified staff without the ability to maintain parity with the local labor market continues to be a budgetary concern.

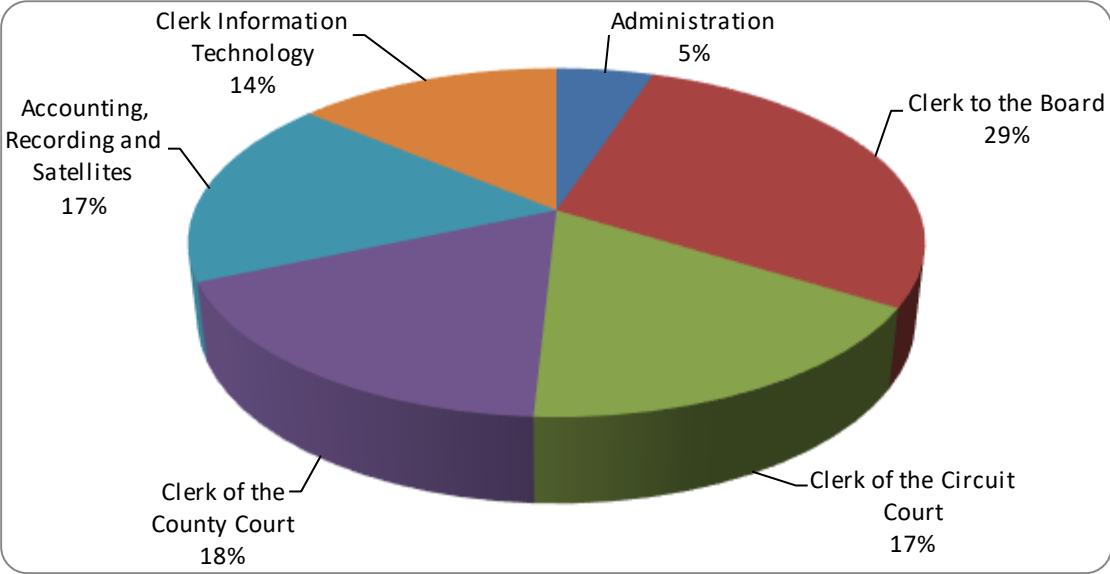
Appropriate staffing levels are critical to the efficient and effective operations of the Clerk’s Office and our ability to meet statutory and other requirements. For FY 2023, the Clerk’s Office has 216 authorized positions. This is a 34% reduction in total workforce from 2008 levels.

We have added 2.00 FTEs for FY 2023. The increased positions are in the Clerk to the Board and Recording due to expansion of services. We have, through automation, been able to continue to provide all services of the Clerk’s office. 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.

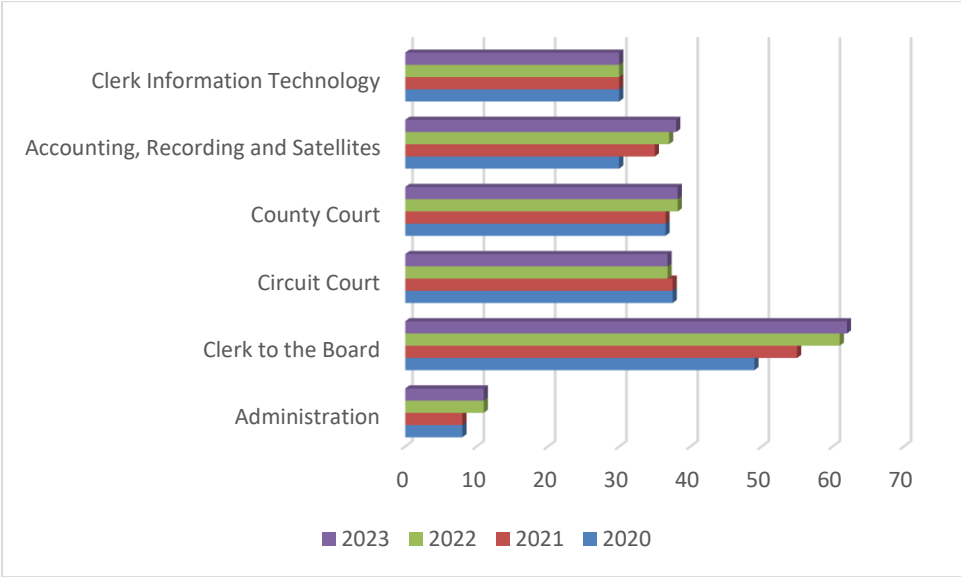
### FULL TIME EQUIVALENTS 2018 – 2023



**PERSONNEL DISTRIBUTION – FISCAL YEAR 2023**



**BUDGETED POSITIONS FROM 2020-2023**



An addition of 2.00 FTEs are budgeted for FY 2023. The increased positions are in the Clerk to the Board and Recording departments due to expansion of services.

**FISCAL YEAR 2020 – 2023 STAFFING LEVEL COMPARISONS**

<u>Department</u>	<u>2020 FTE</u>	<u>2021 FTE</u>	<u>2022 FTE</u>	<u>2023 FTE</u>
<i>Administration</i>				
Clerk's Administration	6.00	6.00	9.00	9.00
Clerk's Human Resources	2.00	2.00	2.00	2.00
<i>Total Administration</i>	<u>8.00</u>	<u>8.00</u>	<u>11.00</u>	<u>11.00</u>
<i>Clerk to the Board</i>				
Finance Operations	17.00	23.00	24.00	24.00
Finance	21.00	21.00	26.00	26.00
Inspector General	7.00	7.00	7.00	8.00
Board Minutes and Records	4.00	4.00	4.00	4.00
<i>Total Clerk to the Board</i>	<u>49.00</u>	<u>55.00</u>	<u>61.00</u>	<u>62.00</u>
<i>Clerk of the Circuit Court</i>				
Circuit Civil	20.66	20.66	20.96	20.96
Circuit Felony	7.20	7.20	6.18	6.18
Jury Management	2.00	2.00	2.00	2.00
Circuit Probate	4.06	4.06	4.06	4.06
Juvenile	3.58	3.58	3.58	3.58
<i>Total Clerk of the Circuit Court</i>	<u>37.50</u>	<u>37.50</u>	<u>36.78</u>	<u>36.78</u>
<i>Clerk of the County Court</i>				
County Misdemeanor	17.55	17.55	16.36	16.36
County Civil	6.67	6.67	7.57	7.57
County Traffic	12.28	12.28	14.29	14.29
<i>Total Clerk of the County Court</i>	<u>36.50</u>	<u>36.50</u>	<u>38.22</u>	<u>38.22</u>
<i>Accounting, Recording and Satellites</i>				
Recording	17.00	18.00	19.00	20.00
Clerks Accounting	5.00	5.00	6.00	6.00
Records Management	2.00	2.00	2.00	2.00
County Satellites	6.00	10.00	10.00	10.00
<i>Total Accounting, Recording and Satellites</i>	<u>30.00</u>	<u>35.00</u>	<u>37.00</u>	<u>38.00</u>
<i>Clerk Information Technology</i>	<u>30.00</u>	<u>30.00</u>	<u>30.00</u>	<u>30.00</u>
<i>Total Staff</i>	<u>191.00</u>	<u>202.00</u>	<u>214.00</u>	<u>216.00</u>



## CAPITAL IMPROVEMENT PLAN OVERVIEW

A Capital Improvement Plan (CIP) is 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 of the county:

### RECENT EXPENDITURE AND FIVE-YEAR FORECAST CIP

<i>Capital</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>
Desktop Equipment*	\$ 26,869	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Data Processing Equipment	572,230	534,147	22,756	685,100	500,000	500,000	725,000	700,000
Software	-	-	-	616,674	-	-	-	-
Office Equipment	-	-	-	-	400,000	35,000	-	-
Vehicles	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 599,099</b>	<b>\$ 534,147</b>	<b>\$ 22,756</b>	<b>\$ 1,301,774</b>	<b>\$ 900,000</b>	<b>\$ 535,000</b>	<b>\$ 725,000</b>	<b>\$ 700,000</b>

\*For FY2021 and beyond, the capital threshold has been changed to \$5,000. Desktop equipment is not capital and is an operating expense.

In FY 2021, the capital threshold for assets became \$5,000. Items of lesser value are still tracked and accounted for but are expensed and not capitalized. 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 Information Technologies 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 began to replace the Clerk’s office desktop equipment of the users who require higher processing capabilities with high end laptops (Finance, Accounting and the CIT departments.) Due to the COVID pandemic, we accelerated the purchase of laptops for clerks to work from home. Going forward, in the remaining years of the schedule, we will be replacing and or upgrading the desktop equipment of the remaining users. Beginning in FY 2021, these items were not capitalized but directly expensed.

#### **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 journal entry program enhancements are included in the FY 2023 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 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. We are continually evaluating the courtroom activities to identify those acquisitions that will be of greatest benefit to improve the ability of the judiciary and clerks to handle the caseload. In FY 2023, the jury software will be replaced.

We will also continue the 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).

Over the coming year, we will continue to convert our older microfilmed records to electronic data images for increased reliability and ease of use. This conversion began in FY 2017 and will continue over the next few years.

### **Office Equipment**

The Clerk has established a base disaster recovery office located at the County's Emergency Operations Center. 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. During Hurricane Ian, staff were housed at the Emergency Operations Center and campus main office to provide fiscal services as needed during the recovery period.

### **Vehicles**

The Clerk's Office currently has one vehicle for operations. The replacement program includes not only consideration for mileage, but also the age of the vehicles. The next scheduled replacement will be in FY 2023. This schedule can be varied as reductions in travel and the elimination of the courier have greatly reduced vehicle usage. Vehicles typically have a useful life of 6 years.

### **Buildings and Infrastructure**

The Clerk's budget does not include buildings and infrastructure as these items are required to be provided by the Board of County Commissioners. The BCC provides the construction and maintenance of all building used by the Clerk's office and these items are part of the BCC's capital assets.

### 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.

The systems are designed to allow easier access and reporting of data for end users (from within the Clerk’s office, outside agencies and the public.)

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>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>FY 2026</u>	<u>FY 2027</u>
Maintenance/Desktop Equip Costs	\$ 485,000	\$ 500,000	\$ 510,000	\$ 530,000	\$ 550,000
Training Costs	144,100	150,000	155,000	165,000	175,000
<i>Net Operating Impact</i>	<u>\$ 629,100</u>	<u>\$ 650,000</u>	<u>\$ 665,000</u>	<u>\$ 695,000</u>	<u>\$ 725,000</u>

The majority of capital and training expenditures relate to mandated upgrades and replacement of aging network infrastructure. The software enhancements will increase the availability of access to users (internal and external) allowing our current staff to migrate older data that is only on paper or microfilm to be included in our current recording and court software packages. Our continued enhancements and upgrades will extend the major applications (courts and financial).

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## LONG RANGE FINANCIAL PLANS

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The goals of the Clerk's Office remain to meet all requirements for financial reporting, provide prudent cash management maximizing safe returns on investments, implement efficiency enhancements, remain compliant with debt covenants, and improve public access to records.

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). We have requested expansion of our juror area to meet the increasing trial needs as well as COVID-19 precautions.

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

The Florida Legislature is currently evaluating court funding models to determine the best method for funding the Clerk's court related expenditures for the future. Clerks in the state have fees for criminal and civil infractions set to the maximum allowed per *Florida Statute* as requested by the Florida Clerk of Courts Operation Corporation and the Legislature. The Legislature has added reporting requirements to maintain another data system set forth by the State.

Future financial plans remain conservative until stable funding, can be established, particularly for court related functions. Growth in the county will provide additional funding through taxes even at consistent tax rates. The costs associated with the required additional services to a rapidly growing population will create a need for greater funding both in court and non-court funds. It is critical that the funding models be stabilized to allow for future financial planning. We have a plan for expenditure and have identified those expected costs.

Revenue projections to meet these needs are unstable and may fall short of what is necessary to continue service levels under current models. Even with increased automation and process efficiencies, the volumes of transactions will require some increases in staffing, technology enhancements and facility improvements.

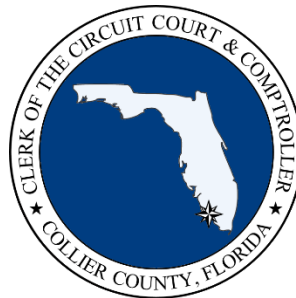
The Court Technology and Public Records Modernization fund balances are insufficient to sustain technology needs long-term. Legislative changes to create a more stable funding stream are needed. When the number of documents recorded declines, we will experience shortfalls in these funds.

With these items noted, the relative outlook of revenues in FY 2023 is stable. The court revenues appear to be stable and able to sustain current staffing levels. All new positions for FY 2023 are being funded with the transfer in lieu of fees from Collier County. Our computer infrastructure is budgeted for an upgrade in the current cycle with maintenance and smaller systems being replaced in future years.

The following chart depicts our projection of budgeted revenues for the funds of the Clerk’s Office. The revenues are projected based on historical trends and the cyclical nature of the Clerk’s Office. The General fund budgeted revenues are expected to increase based on the direction from the Board of County Commissioners budget guidance issued annually. The Court Technology Trust Fund and Public Records Modernization Fund are tied directly to the General Fund revenues. Our Court Services Trust Fund budgeted revenues are based on the expected increases or decreases from the State Legislature for the Court Services Fund determined annually.

<i>Clerk of the Circuit Court</i>								
<i>Revenue Projections by Fund</i>								
<i>(excluding Carryforward Fund balances)</i>								
<b>Fund Title</b>	<b>Actual FY 2020</b>	<b>Actual FY 2021</b>	<b>Actual FY 2022</b>	<b>Approved FY 2023</b>	<b>Projected FY 2024</b>	<b>Projected FY 2025</b>	<b>Projected FY 2026</b>	<b>Projected FY 2027</b>
General Fund	\$ 11,585,525	\$ 13,934,301	\$ 14,287,013	\$ 15,025,400	\$ 15,401,000	\$ 15,709,000	\$ 16,023,200	\$ 16,343,700
Court Services Fund	6,952,667	7,412,092	8,039,556	7,031,792	7,383,400	7,494,200	7,606,600	7,720,700
Court Technology Trust Fund	1,037,593	1,423,623	1,136,147	1,314,900	1,347,800	1,374,800	1,402,300	1,430,300
Public Records Modernization	361,231	475,381	396,847	420,900	431,400	440,000	448,800	457,800
	<b>\$ 19,937,016</b>	<b>\$ 23,245,397</b>	<b>\$ 23,859,563</b>	<b>\$ 23,792,992</b>	<b>\$ 24,563,600</b>	<b>\$ 25,018,000</b>	<b>\$ 25,480,900</b>	<b>\$ 25,952,500</b>

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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 in their respective funds and are available to offset functions of the Clerk’s Office. Recording 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 from the Board of County Commissioners in lieu of fees. The court fees consist mainly of filing fees and service charges for court activities.

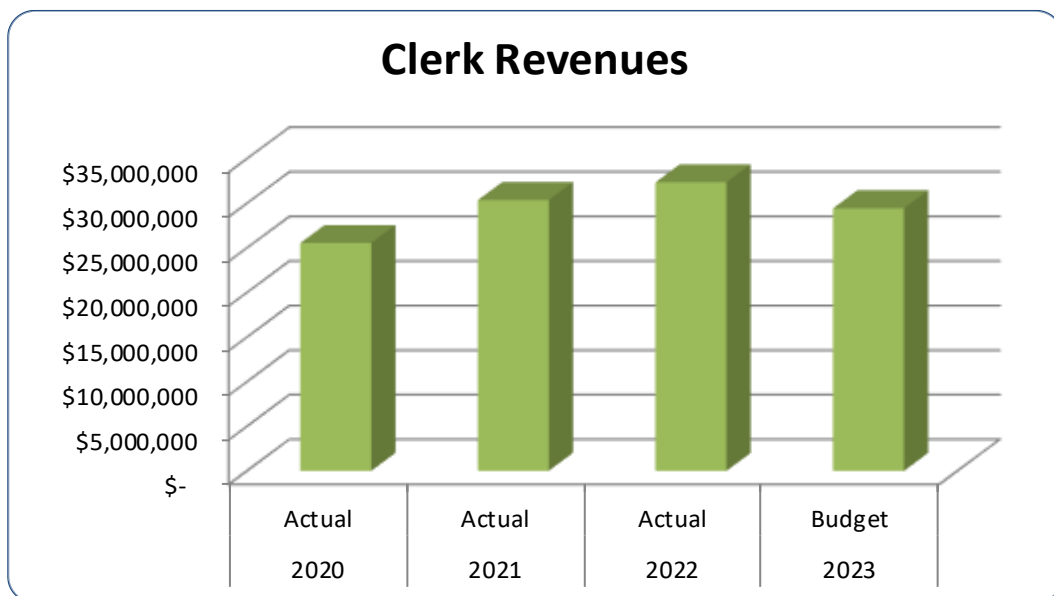
A discussion of the fees derived by the Clerk’s Office follows. Chapter 28, *Florida Statutes*, is the principal authority and establishes the rates for these fees. Information regarding specific fees is available on the Clerk’s internet site at [www.collierclerk.com](http://www.collierclerk.com). *Florida Statute 28.33* 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 continuation of the decrease in activity and an anticipated reduction in court fees based upon an expected general downturn in economic conditions. Note that the Clerk follows the statutory guideline of establishing a 5% reserve against non-court projected revenues.

The charts below reflect the actual revenues from FY 2020 through FY 2022 with the budget revenues for FY 2023. In conjunction with the decreases in our expenditure budget during FY 2022, the recording and court functions had payments higher than expected. Court functions exceeded the original amount of revenue projected. Recording also exceeded projections, particularly in documentary stamp commissions.

### GROSS REVENUES 2020 – 2023

	2020 Actual	2021 Actual	2022 Actual	2023 Budget
Clerk Revenue	\$ 25,541,376	\$ 30,358,009	\$ 32,352,414	\$ 29,442,014

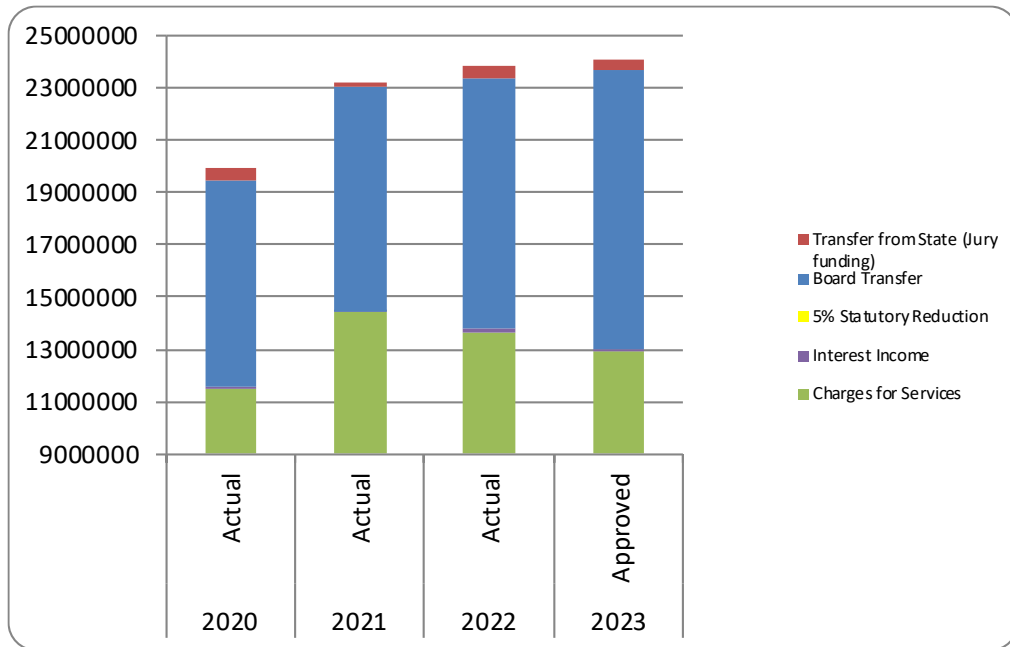




<i>Revenues, Carry Forward &amp; Transfers by Major Class</i>	<i>2020 Actual</i>	<i>2021 Actual</i>	<i>2022 Actual</i>	<i>2023 Approved</i>
Charges for Services	\$ 11,457,675	\$ 14,409,506	\$ 13,619,602	\$ 12,937,107
Carry Forward	5,611,888	7,137,021	8,514,306	5,674,022
Interest Income	125,102	53,002	193,086	63,300
5% Statutory Reduction	-	-	-	(315,300)
Board Transfer	7,880,100	8,565,900	9,542,900	10,740,700
Transfer from State (Jury funding)	466,611	192,580	482,520	342,185
<b>Total Available for Operations</b>	<b>\$ 25,541,376</b>	<b>\$ 30,358,009</b>	<b>\$ 32,352,414</b>	<b>\$ 29,442,014</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 and the additional 2.00 FTEs. The BCC policy requested that general expenditures be kept as low as possible based on potential state-wide revenue shortfalls. 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 in lieu of fees 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 requested now that most records are available online.
- Documentary Stamp Commissions: Fees collected in processing documentary stamp sales from recording real property transactions. These fees are continuing to increase, even during the pandemic, as home sales continue to rise.

**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 2023 reflects a slight decrease from the prior year's final budget due to the expected slowing of recording revenues from FY 2022. The Clerk continues to work with collection agencies and set payment plans to facilitate payment processing. In FY 2023, the CCOC will see relief with proposed increases in fees with separate funding for services.

**Clerk to the Board:** Transfer in lieu of fees 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 \$10,740,700 funds costs of services provided to the Board. This is an increase of \$1,197,800 to cover the increase in costs for additional FTEs and increases in salaries based upon a pay plan study to handle the additional workload.

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

- Interest: Cash balances are expected to slightly decrease in FY 2023. 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. In months that there may be a shortfall in revenues below budget, there is not an authorized state budgetary mechanism to provide funding.

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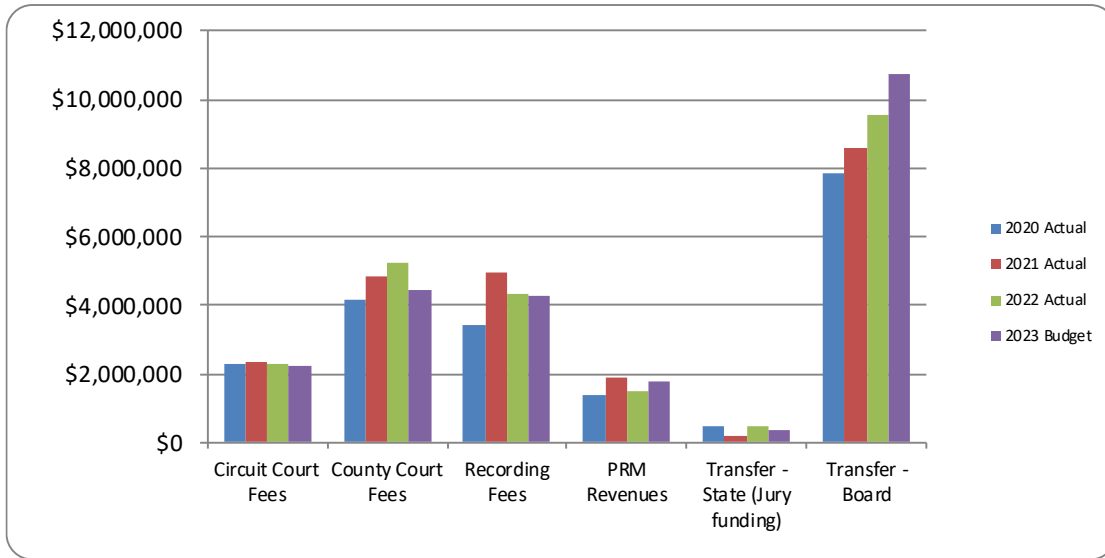
## ASSUMPTIONS FOR REVENUE ESTIMATES

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The procedures used to estimate revenues are as follows:

- Recording Fees revenues are 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. In FY 2023 this number is adjusted anticipating the continued slowing of real estate transaction filings.
- 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 (CCOC). Budget Caps are established by the state legislature for all clerks in total. The CCOC sets individual budgets for each county. The expenditure budget is prepared and submitted to the CCOC for approval. This budget is controlled through cost measurement (weighted case calculation based upon average costs). This measurement may result in a further reduction of the court related budgets if the number of court cases fall short of projections. This calculation does not factor local judicial practices for processing cases or court session staffing requirements or varying costs for services by county. The court activities are funded through the collection of fees, fines, court costs and service charges.
- Clerk to the Board revenues are based upon estimated costs of services to the Board for personnel, operating and capital for the accounting, audit, minutes and records departments. This budget is approved by the BCC and any residual funds at the end of the year are returned to the BCC General Fund.
- Special Revenue Funds are linked directly to the statutory changes in Article V for the court system. Each recorded document generates a minimal fee that helps to fund the maintenance and enhancements of the Public Records Modernization and Court Technology funds.

## SIGNIFICANT REVENUE TRENDS



	2020 Actual	2021 Actual	2022 Actual	2023 Budget
Circuit Court Fees	\$ 2,308,009	\$ 2,346,170	\$ 2,317,523	\$ 2,229,907
County Court Fees	4,178,046	4,873,341	5,239,513	4,459,700
Recording Fees	3,414,030	4,957,936	4,340,329	4,282,800
PRM Revenues	1,366,682	1,886,667	1,477,642	1,810,000
Transfer - State (Jury funding)	466,611	192,580	482,520	342,185
Transfer - Board	7,880,100	8,565,900	9,542,900	10,740,700
<b>Annual Totals</b>	<b>\$ 19,613,478</b>	<b>\$ 22,822,594</b>	<b>\$ 23,400,427</b>	<b>\$ 23,865,292</b>

**Clerk of the Circuit and County Court State Authorized Fees, Costs, Service Charges:** The court activities are funded through the collection of fees, fines, court costs and service charges. We are projecting a slight decrease in the FY 2023 circuit and county fees from the final reduced FY 2022 budget.

**Recording and Documentary Stamp Fees:** These fees combined are expected to decrease in FY 2023 to \$4,282,800 approximately 1.3% lower than the FY 2022 actual levels as refinancing happens.

**Public Records Modernization Fees:** These fees are directly tied to the recording fees mentioned above and are expected to increase slightly. 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. The funds are declining slightly due to the revenue shortfalls from the CCOC.

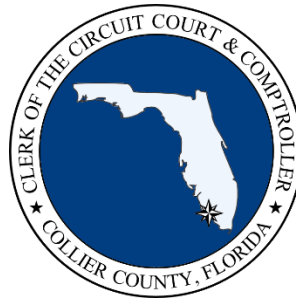
**Transfer from the Board of County Commissioners:** These funds are transferred in lieu of individual fees to the Clerk's Office to pay for the Clerk to Board functions (Finance, Board Minutes and Records and statutorily obligated court costs – facilities, telephone and communication services). The Board of County Commissioners has budgeted \$10,740,700 for the payment of these costs including additional staff for the continued growth in county activities in FY 2023, an increase of 12.55% from the FY 2022 final budget.

## REVENUE HISTORY AND FORECASTS BY DIVISIONS

<u>Description</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Actual</u>	<u>2023 Budget</u>
<b>General Administration:</b>				
Copies	\$ 146	\$ 35	\$ 32	\$ -
Administrative Fee	105,120	231,877	63,685	70,000
Miscellaneous Fees and Charges	9,167	35,395	57,748	8,700
<b>Total General Administration</b>	<b>114,433</b>	<b>267,307</b>	<b>121,465</b>	<b>78,700</b>
<b>Clerk to the Board:</b>				
Copies	25,106	29,225	58,978	25,000
Lobbyist Registration Fees	3,975	3,700	4,200	4,000
Miscellaneous	34,876	32,505	47,249	34,000
<b>Total Clerk to the Board</b>	<b>63,957</b>	<b>65,430</b>	<b>110,427</b>	<b>63,000</b>
<b>Clerk of the Circuit Court:</b>				
State Authorized Fees, Cost, Service Charges	2,308,009	2,346,170	2,317,523	2,229,907
<b>Clerk of the County Court:</b>				
State Authorized Fees, Cost, Service Charges	4,178,046	4,873,341	5,239,513	4,459,700
<b>Recording and Clerks Accounting:</b>				
User Fees	3,414,030	4,957,936	4,340,329	4,282,800
<b>Clerk Information Technology:</b>				
User Fees	12,518	12,655	12,703	13,000
<b>Interest Income:</b>				
General Administration	61,974	29,256	110,472	31,100
Court Services Fund	30,986	11,409	27,263	15,000
Public Records Modernization (PRM 177 & 197)	32,142	12,337	55,351	17,200
	125,102	53,002	193,086	63,300
<b>Public Records Modernization (PRM 177 &amp; 197)</b>				
Charges for Services	1,366,682	1,886,667	1,477,642	1,810,000
<b>Total Service Charges</b>	<b>11,582,777</b>	<b>14,462,508</b>	<b>13,812,688</b>	<b>13,000,407</b>
5% Statutory Reduction (non-court)	-	-	-	(315,300)
<b>Net Service Charges and Interest</b>	<b>11,582,777</b>	<b>14,462,508</b>	<b>13,812,688</b>	<b>12,685,107</b>
Board Transfer	7,880,100	8,565,900	9,542,900	10,740,700
State of Florida Transfer	466,611	192,580	482,520	342,185
Carryforward PRM	-	-	-	5,674,022
<b>Total</b>	<b>\$ 19,929,488</b>	<b>\$ 23,220,988</b>	<b>\$ 23,838,108</b>	<b>\$ 29,442,014</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

The Clerk of Courts remains in compliance with *Florida Statutes*, maintains a balanced budget and attempts to follow State and local budget guidance each year when preparing budget submissions.

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

The following chart illustrates the allocation of expenditures to the various funds of the Clerk’s Office:

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



**CLERK OF THE COURTS DEPARTMENTAL BUDGET SUMMARIES OF  
ACTUAL EXPENDITURES 2020 – 2022 AND BUDGET 2023**

<b>Department/Object Class</b>	<b>2020 Actuals</b>	<b>2021 Actuals</b>	<b>2022 Actuals</b>	<b>2023 Budget</b>
<b>Administration</b>				
Personnel Services	\$ 812,697	\$ 1,045,548	\$ 1,410,385	\$ 1,422,400
Operating Expense	117,497	96,794	93,280	221,500
Capital Outlay	-	-	-	-
<b>Total</b>	<b>930,194</b>	<b>1,142,342</b>	<b>1,503,665</b>	<b>1,643,900</b>
<b>Clerk to the Board</b>				
Personnel Services	4,193,298	4,934,675	5,396,118	5,936,000
Operating Expense	312,550	740,297	552,702	543,600
Capital Outlay	-	-	-	-
<b>Total</b>	<b>4,505,848</b>	<b>5,674,972</b>	<b>5,948,820</b>	<b>6,479,600</b>
<b>Clerk of the Circuit Court</b>				
Personnel Services	2,554,278	2,458,989	2,676,126	2,915,940
Operating Expense	112,142	103,895	176,952	278,636
<b>Total</b>	<b>2,666,420</b>	<b>2,562,884</b>	<b>2,853,078</b>	<b>3,194,576</b>
<b>Clerk of the County Court</b>				
Personnel Services	2,194,095	2,207,162	2,468,213	2,714,515
Operating Expense	354,900	415,940	415,508	101,300
<b>Total</b>	<b>2,548,995</b>	<b>2,623,102</b>	<b>2,883,721</b>	<b>2,815,815</b>
<b>Recording and Clerks Accounting</b>				
Personnel Services	2,275,389	2,496,621	2,777,599	3,057,500
Operating Expense	138,951	204,659	308,473	284,100
Capital Outlay	-	-	-	-
<b>Total</b>	<b>2,414,340</b>	<b>2,701,280</b>	<b>3,086,072</b>	<b>3,341,600</b>
<b>Clerk Information Technology</b>				
Personnel Services	2,116,827	2,042,326	2,196,808	2,373,000
Operating Expense	1,599,163	2,131,668	2,216,642	2,150,000
Capital Outlay	599,099	534,147	22,756	58,700
<b>Total</b>	<b>4,315,089</b>	<b>4,708,141</b>	<b>4,436,206</b>	<b>4,581,700</b>
<b>Public Records Modernization Funds 177 &amp; 197</b>				
Personnel Services	442,370	373,871	59,380	1,283,001
Operating Expense	-	-	96,329	2,163,900
Capital Outlay	-	-	-	1,243,074
Reserves	-	-	-	2,719,848
<b>Total</b>	<b>442,370</b>	<b>373,871</b>	<b>155,709</b>	<b>7,409,823</b>
<b>Summary</b>				
Personnel Services	14,588,954	15,559,192	16,984,629	19,702,356
Operating Expense	2,635,203	3,693,253	3,859,886	5,743,036
Capital Outlay	599,099	534,147	22,756	1,301,774
Reserves	-	-	-	2,719,848
<b>Total Expenditures</b>	<b>\$ 17,823,256</b>	<b>\$ 19,786,592</b>	<b>\$ 20,867,271</b>	<b>\$ 29,467,014</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

EXPENDITURES	2020	2021	2022	2023
MAJOR CATEGORIES:	Actual	Actual	Actual	Budget
<i>Personnel Expenditures</i>				
Salaries	\$ 10,131,875	\$ 10,640,336	\$ 11,677,452	\$ 13,507,515
Retirement	1,138,484	1,323,776	1,591,676	1,804,600
Health	2,431,324	2,561,236	2,609,416	3,182,641
Other Benefits	887,271	1,033,844	1,106,085	1,207,600
<i>Total Personnel Expenditures</i>	<u>14,588,954</u>	<u>15,559,192</u>	<u>16,984,629</u>	<u>19,702,356</u>
<i>Operating Expenditures</i>				
Legal	34,655	13,336	3,583	85,000
Contractual	404,051	322,991	412,361	1,356,400
Travel	7,271	5,299	14,439	67,400
Telephone	73,246	81,466	92,010	157,700
Postage/Freight	77,822	155,210	218,465	163,036
Equipment/Maintenance	874,720	1,297,707	737,041	485,000
Other	1,163,438	1,817,244	2,381,985	3,428,500
<i>Total Operating Expenditures</i>	<u>2,635,203</u>	<u>3,693,253</u>	<u>3,859,884</u>	<u>5,743,036</u>
<i>Capital Expenditures</i>				
Equipment	599,099	534,147	22,756	685,100
Software	-	-	-	616,674
Other	-	-	-	-
<i>Total Capital Expenditures</i>	<u>599,099</u>	<u>534,147</u>	<u>22,756</u>	<u>1,301,774</u>
<i>Reserves</i>	-	-	-	2,719,848
<i>Total Expenditures</i>	<u>\$ 17,823,256</u>	<u>\$ 19,786,592</u>	<u>\$ 20,867,269</u>	<u>\$ 29,467,014</u>

As exhibited in the chart above, most 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, increasing retirement and additional FTEs this year.

During the last several 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 individual contributions, split the plan into an investment or defined benefit plan and changed the retirement age from the current 62 for those hired before July 2011 to age 65 for clerks 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. Even though the rates have not increased for several years, many participants have now qualified for the premium plan. These cost increases, along with the additional FTEs, have raised our costs for insurance.

Actual costs were well below budget in prior years due to our ongoing inability to hire and retain full time staff, particularly in courts. Market level salaries have continued to increase as has the employment market, even after COVID-19, due to the continued growth in Collier County.

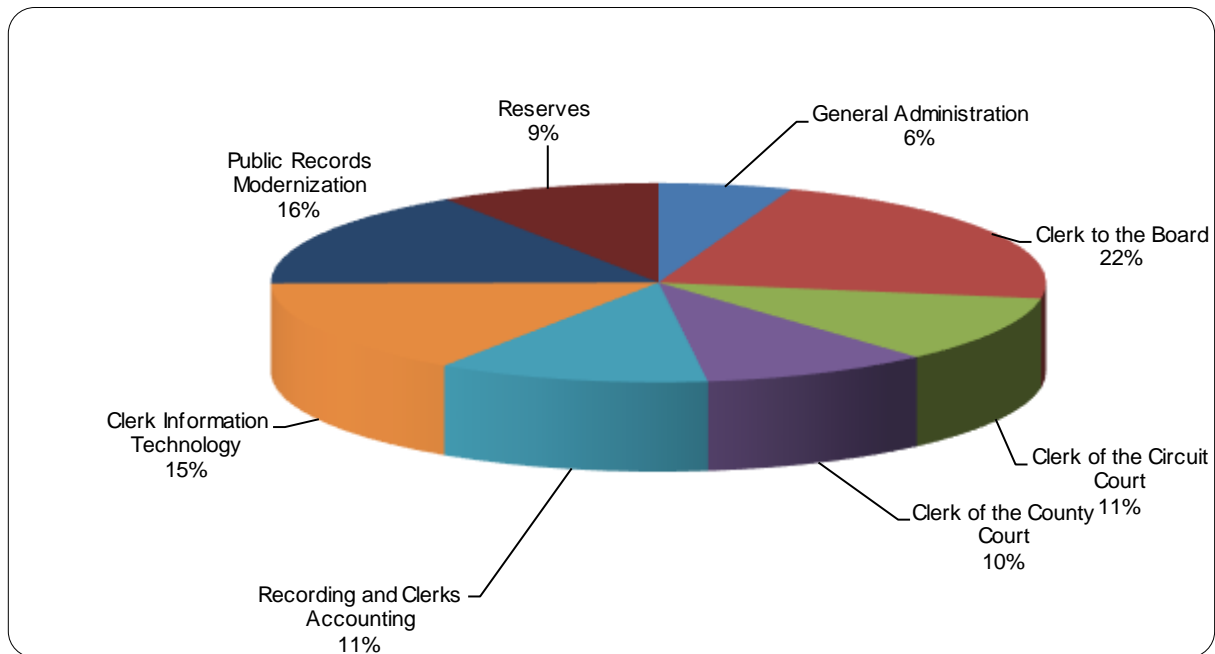
Equipment and equipment maintenance are budgeted to increase due to the budgeted purchase of recording and tax deed software. Capital expenditures are anticipated to increase with the purchase of more automation for the Clerk's office.

## APPROPRIATIONS 2020 - 2023

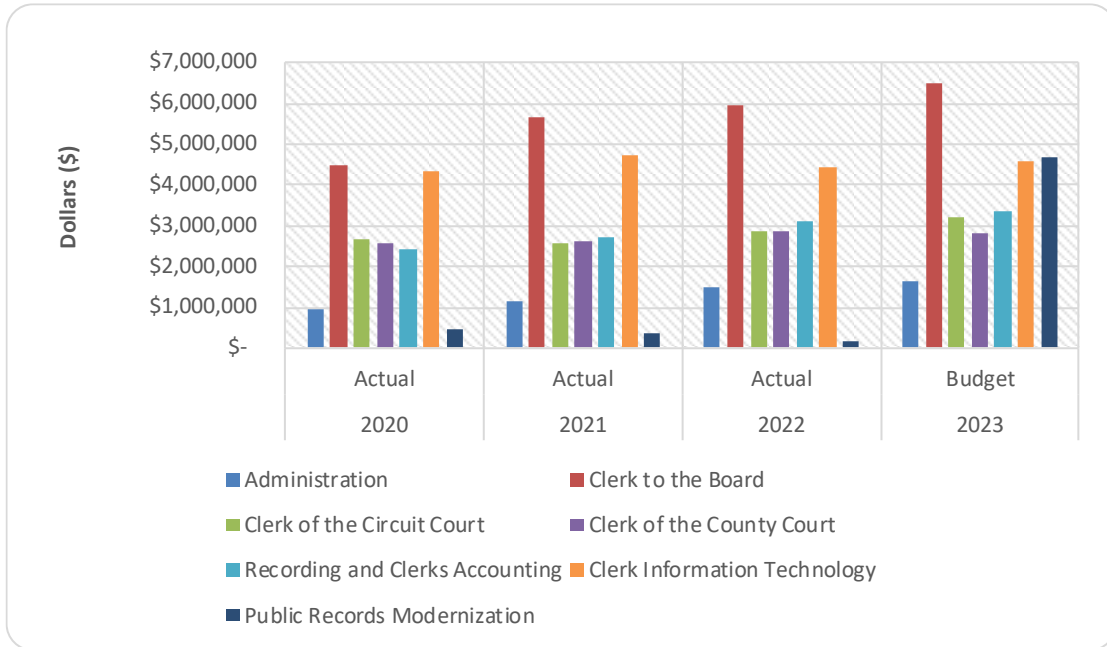
All Funds Presentation By Function	2020 Actual	2021 Actual	2022 Actual	2023 Budget
General Administration	\$ 930,194	\$ 1,142,342	\$ 1,503,665	\$ 1,643,900
Clerk to the Board	4,505,848	5,674,972	5,948,820	6,479,600
Clerk of the Circuit Court	2,666,420	2,562,884	2,853,078	3,194,576
Clerk of the County Court	2,548,995	2,623,102	2,883,721	2,815,815
Recording and Clerks Accounting	2,414,340	2,701,280	3,086,072	3,341,600
Clerk Information Technology	4,315,089	4,708,141	4,436,206	4,581,700
Public Records Modernization	442,370	373,871	155,709	4,689,975
Reserves (designated PRM funds only)	-	-	-	2,719,848
<b>Total</b>	<b>\$ 17,823,256</b>	<b>\$ 19,786,592</b>	<b>\$ 20,867,271</b>	<b>\$ 29,467,014</b>

The increase in public records modernization budget is due to the Clerk's office digitizing records for better access to information online. This project will be ongoing for the next several years.

### 2023 APPROPRIATIONS ALLOCATION



## HISTORY OF EXPENDITURES BY DIVISION



## CAPITAL BUDGETS BY DIVISION

Capital Outlay	2020 Actual	2021 Actual	2022 Actual	2023 Budget	Variance
Administration	\$ -	\$ -	\$ -	\$ -	\$ -
Clerk of the Board	-	-	-	-	-
Clerk of the Circuit Court	-	-	-	-	-
Clerk of the County Court	-	-	-	-	-
Recording and Clerks Accounting	-	-	-	-	-
Clerk Information Technology	599,099	534,147	22,756	58,700	35,944
Public Records Modernization	-	-	-	1,243,074	1,243,074
<b>Total</b>	<b>\$ 599,099</b>	<b>\$ 534,147</b>	<b>\$ 22,756</b>	<b>\$ 1,301,774</b>	<b>\$ 1,279,018</b>

The purchases in FY 2023 capital budget are to continue to assist with storage and remote connectivity. We will be purchasing servers, disk storage, WEB firewalls and console connection devices.

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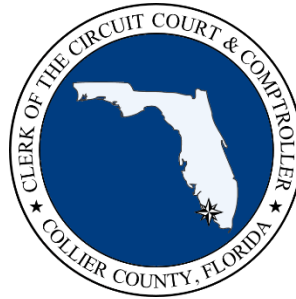
## ASSUMPTIONS FOR EXPENDITURE ESTIMATES

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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 anticipate a slight increase in our staffing levels and workload for this budget cycle.
- For FY 2023 the non-court areas have increased an additional 2.00 FTEs.
- A 2% increase was budgeted for COLA but was increased due to pay plan study by the BCC.
- The Florida State Retirement System increased the rates for all classes of clerks on July 1, 2020. The regular class rate is 11.91% of wages, Senior Management is 31.57% and elected officials are at 57.00%. Additionally, individuals contribute 3% toward their state retirement plan.
- Capital expenditures are projected to increase for purchases for the Emergency Operations Center in FY 2023.
- The BCC budget guidance for non-court expenditures increased 2.0% from the prior year's budget. Our budget submittal for the non-court budget was an increase in the budget by 1.46%.
- The State court budget is \$7,031,792, a 1.35% increase from the final FY 2022 budget, based upon Florida Clerk of Courts Operations Corporation budget directives and anticipated revenues.

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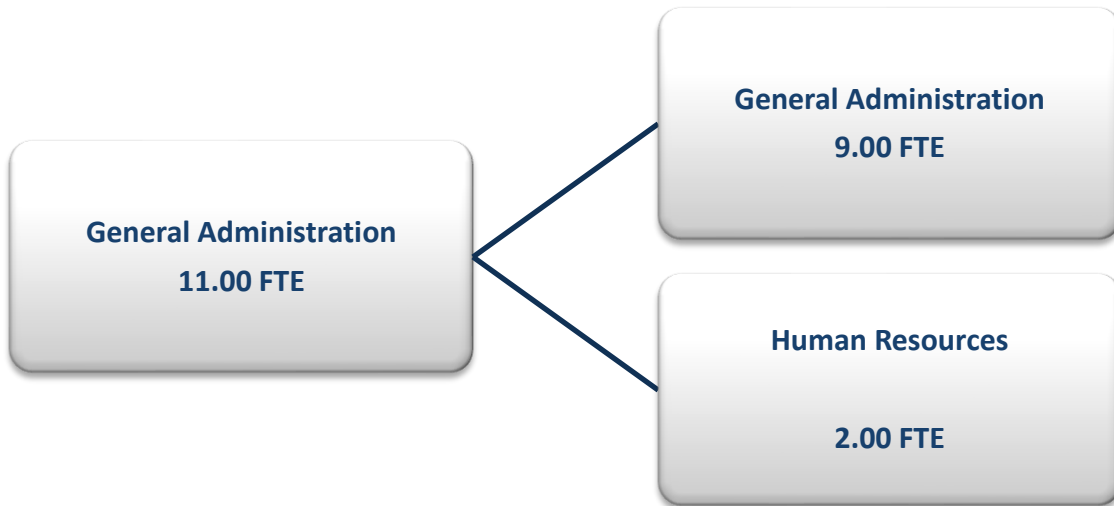
**DEPARTMENT BUDGET DETAILS**

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**GENERAL ADMINISTRATION**

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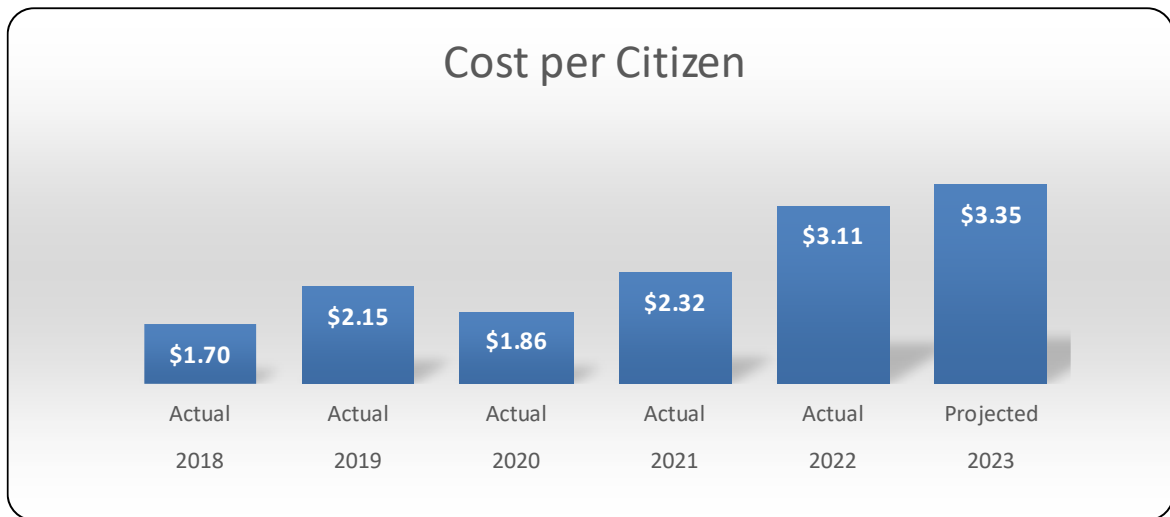
## GENERAL ADMINISTRATION – CLERK’S ADMINISTRATION

The Clerk’s 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 2022:

- Appointed to state-wide legislative Clerk’s committee to provide input to Clerk’s funding model.
- Continued Clerk’s staff training in the use and functionality of the Clerk’s website to facilitate effective and efficient customer service.
- Expanded customer Self-Help Center.
- Enhanced audio, video and interactive capabilities on the Clerk’s website.
- Expanded community outreach efforts through new services, online educational curriculum and public relations handouts.
- Organized approximately 18 speaking and outreach activities demonstrating the services available with various civic, media and educational groups.
- Participated in news radio interviews.
- Published and distributed issues of Collier Clerk Newsletter through Clerk’s offices, other constitutional offices, public libraries, community groups, civic organizations, and email distribution lists.
- Opened 2 new satellite offices for services to additional areas of Heritage Bay and Marco Island.

### Performance Measures:



### Efficiency:

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

**GENERAL ADMINISTRATION – CLERK’S ADMINISTRATION**

*Clerk of the Circuit Court  
General Fund  
Administration - Clerk's Administration*

<b>Appropriation Unit</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Budget</b>	<b>FY 2022 Actual</b>	<b>FY 2023 Current</b>	<b>FY 2023 Expanded</b>	<b>FY 2023 Approved</b>	<b>Increase/ (Decrease)</b>	<b>Percent Change</b>
<b>General Fund 011</b>								
Personnel Services	\$ 472,552	\$ 685,250	\$ 683,756	\$ 709,200	\$ -	\$ 709,200	\$ 23,950	3.50%
Operating Expenditures	46,908	36,800	34,179	120,300	-	120,300	83,500	226.90%
Capital Expenditures	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 519,460</b>	<b>\$ 722,050</b>	<b>\$ 717,935</b>	<b>\$ 829,500</b>	<b>\$ -</b>	<b>\$ 829,500</b>	<b>\$ 107,450</b>	<b>14.88%</b>
Permanent Positions	3.04	3.10	4.86	4.86	-	4.86	-	0.00%
<b>Court Services Fund 013</b>								
Personnel Services	\$ 360,024	\$ 482,200	\$ 480,992	\$ 457,200	\$ -	\$ 457,200	\$ (25,000)	(5.18%)
Operating Expenditures	16,109	17,400	16,901	28,100	-	28,100	10,700	61.49%
Capital Expenditures	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 376,133</b>	<b>\$ 499,600</b>	<b>\$ 497,893</b>	<b>\$ 485,300</b>	<b>\$ -</b>	<b>\$ 485,300</b>	<b>\$ (14,300)</b>	<b>(2.86%)</b>
Permanent Positions	2.96	2.90	4.14	4.14	-	4.14	-	0.00%
<b>Total All Funding Sources</b>								
Personnel Services	\$ 832,576	\$ 1,167,450	\$ 1,164,748	\$ 1,166,400	\$ -	\$ 1,166,400	\$ (1,050)	(0.09%)
Operating Expenditures	63,017	54,200	51,080	148,400	-	148,400	94,200	173.80%
Capital Expenditures	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 895,593</b>	<b>\$ 1,221,650</b>	<b>\$ 1,215,828</b>	<b>\$ 1,314,800</b>	<b>\$ -</b>	<b>\$ 1,314,800</b>	<b>\$ 93,150</b>	<b>7.62%</b>
Permanent Positions	6.00	6.00	9.00	9.00	-	9.00	-	0.00%

**BUDGET HIGHLIGHTS:**

Actual FY 2022:

- Total expenditures for the FY 2022 are \$5,822 or .48 percent less than budgeted due to savings in personal services from a temporary vacancy and lower legal fees than anticipated during the budget cycle.

Current FY 2023:

- The FY 2023 budget represents an increase of \$93,150 or 7.62% when compared to the FY 2022 budget. The increase is due to the mid-year additions of Project Managers in FY2022.

Expanded FY 2023:

- There are no expanded positions or services planned for FY 2023 budget.

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## GENERAL ADMINISTRATION –OBJECTIVES AND GOALS

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### Key Objectives for 2023:

- Provide for the general management of the Clerk’s divisions.
- Ensure all procurements of goods and services are acquired in an efficient and effective manner.
- Continue to update, enhance, and evolve [www.collierclerk.com](http://www.collierclerk.com)
- Provide newsletters, press releases, notices and promotional materials utilizing print, audio, video, and other forms of electronic media to promote public information and transparency.
- Expand education seminars, speaking engagements, individual meetings with the public.
- 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 public.
- Promote county-wide initiatives, such as: Sunshine Week and Internal Audit Awareness Month and by coordinating related outreach events and media activities.

### Major Goals for Fiscal Year 2023:

- Expand community outreach initiatives related to homeowner associations, public schools, and civic groups in Collier County.
- Continue to improve website with information, easy accessibility and enhanced interactive capabilities, update, edit and enhance the [www.collierclerk.com](http://www.collierclerk.com) website.
- Increase public awareness and understanding of the Office of the Clerk of Courts.
- Develop a multifaceted plan to bring the Clerk’s programs and services to citizens by measurable increases in newsletter circulation, published press releases and an increase in the Fraud alert registration.
- Increase employee engagement with internal newsletter and management meetings.
- Modernize public record for recorded documents dating back to the inception of Collier County.
- Update the Jury system by automating the intake and processes.
- Obtain GFOA Publication Awards.

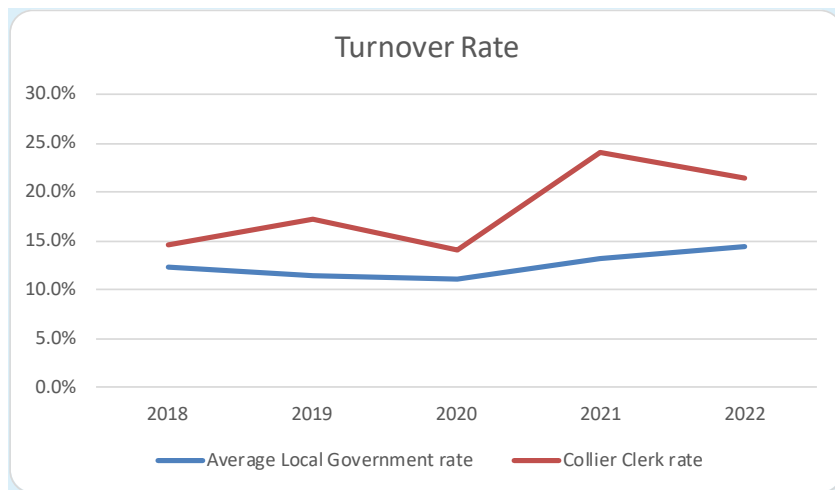
## GENERAL ADMINISTRATION – HUMAN RESOURCES

Clerk’s Human Resources provides orientations of new clerks, training, compensation and benefits options and the policies and procedures for all aspects of the Clerk’s agency. Human Resources to provide updates to the clerks’ manual and work with the staff to ensure management and staff receive the best benefit from their continued appointment. It is the goal of Human Resources to improve and enhance communication with management, supervisors and staff of each department.

### Major Accomplishments Fiscal Year 2022:

- Provided personal growth workshops to managers and supervisors.
- Remained vigilant with COVID-19 protocols to ensure the health and safety of staff.
- Revised the annual self-evaluation process.
- Restructured internship program.
- Continued to assess and implement new strategies in recruiting new talent.
- Continued to provide ongoing support to all departments.

**Human Resources Measures:** The turnover rate increased from 2021-2022 due to staff relocation because of cost of living continuing to rise and staff retirements. The COVID-19 pandemic also constrained efforts in recruiting during this timeframe.



## DEMOGRAPHICS

### Age Demographics\*

\*actual employees as of 9/30/2020

	Male	Female	Total	Percentage
Age 18-29	13	30	43	21.2%
Age 30-39	11	24	35	17.2%
Age 40-49	7	29	36	17.7%
Age 50-59	14	36	50	24.6%
Age 60-69	9	28	37	18.2%
Age 70-79	0	1	1	0.5%
Age 80-89	1	0	1	0.5%
	55	148	203	100.0%

### Years of Service \*

\*actual employees as of 9/30/2020

	Male	Female	Total	Percentage
0-5 years	38	80	118	58.1%
6-10 years	8	8	16	7.9%
11-15 years	2	8	10	4.9%
16-20 years	1	25	26	12.8%
21-25 years	3	18	21	10.3%
26-30 years	2	2	4	2.0%
30+ years	1	7	8	3.9%
	55	148	203	100.0%

## GENERAL ADMINISTRATION – HUMAN RESOURCES

*Clerk of the Circuit Court  
General Fund  
Administration - Human Resources*

Appropriation Unit	FY 2021	FY 2022	FY 2022	FY 2023	FY 2023	FY 2023	Increase/ (Decrease)	Percent Change
	Actual	Budget	Actual	Current	Expanded	Approved		
<b>General Fund 011</b>								
Personnel Services	\$ 107,979	\$ 129,000	\$ 127,009	\$ 146,600	\$ -	\$ 146,600	\$ 17,600	13.64%
Operating Expenditures	19,129	31,000	29,130	37,500	-	37,500	6,500	20.97%
Capital Expenditures	-	-	-	-	-	-	-	0.00%
Total Appropriations	<u>\$ 127,108</u>	<u>\$ 160,000</u>	<u>\$ 156,139</u>	<u>\$ 184,100</u>	<u>\$ -</u>	<u>\$ 184,100</u>	<u>\$ 24,100</u>	<u>15.06%</u>
Permanent Positions	1.01	1.03	1.08	1.08	-	1.08	-	0.00%
<b>Court Services Fund 013</b>								
Personnel Services	\$ 104,993	\$ 119,900	\$ 118,628	\$ 109,400	\$ -	\$ 109,400	\$ (10,500)	(8.76%)
Operating Expenditures	14,648	14,400	13,070	35,600	-	35,600	21,200	147.22%
Capital Expenditures	-	-	-	-	-	-	-	0.00%
Total Appropriations	<u>\$ 119,641</u>	<u>\$ 134,300</u>	<u>\$ 131,698</u>	<u>\$ 145,000</u>	<u>\$ -</u>	<u>\$ 145,000</u>	<u>\$ 10,700</u>	<u>7.97%</u>
Permanent Positions	0.99	0.97	0.92	0.92	-	0.92	-	0.00%
<b>Total All Funding Sources</b>								
Personnel Services	\$ 212,972	\$ 248,900	\$ 245,637	\$ 256,000	\$ -	\$ 256,000	\$ 7,100	2.85%
Operating Expenditures	33,777	45,400	42,200	73,100	-	73,100	27,700	61.01%
Capital Expenditures	-	-	-	-	-	-	-	0.00%
Total Appropriations	<u>\$ 246,749</u>	<u>\$ 294,300</u>	<u>\$ 287,837</u>	<u>\$ 329,100</u>	<u>\$ -</u>	<u>\$ 329,100</u>	<u>\$ 34,800</u>	<u>11.82%</u>
Permanent Positions	2.00	2.00	2.00	2.00	-	2.00	-	0.00%

### Budget Highlights:

Actual FY 2022:

- Total expenditures for the FY 2022 are \$6,463 or 2.20 percent less than budgeted due to savings in lower legal fees and a partial year staff vacancy.

Current FY 2023:

- The FY 2023 budget represents an increase of \$34,800 when compared to the FY 2022 budget. The increase stems largely from advancing recruitment resources and additional personal service costs associated with pay plan implementation.

Expanded FY 2023:

- There are no expanded positions or services included in the FY 2022 budget.

## **GENERAL ADMINISTRATION – HUMAN RESOURCES OBJECTIVES AND GOALS**

### **Key Objectives for 2023:**

- Develop a succession plan to hire and train staff to move into vacated roles.
- Assess the wage and compensation package to remain competitive within the local market.
- Provide training to enhance the skills of supervisors and staff.
- Automate human resources functions that are currently manual.
- Improve retention and satisfaction.
- Ensure that the Human Resources function is operated in compliance with state and federal laws and regulations.
- Improve clerk engagement resulting in a decrease in turnover not due to retirement.
- Create an evaluation process that is goal/objective based.
- Develop ongoing record audit protocol.

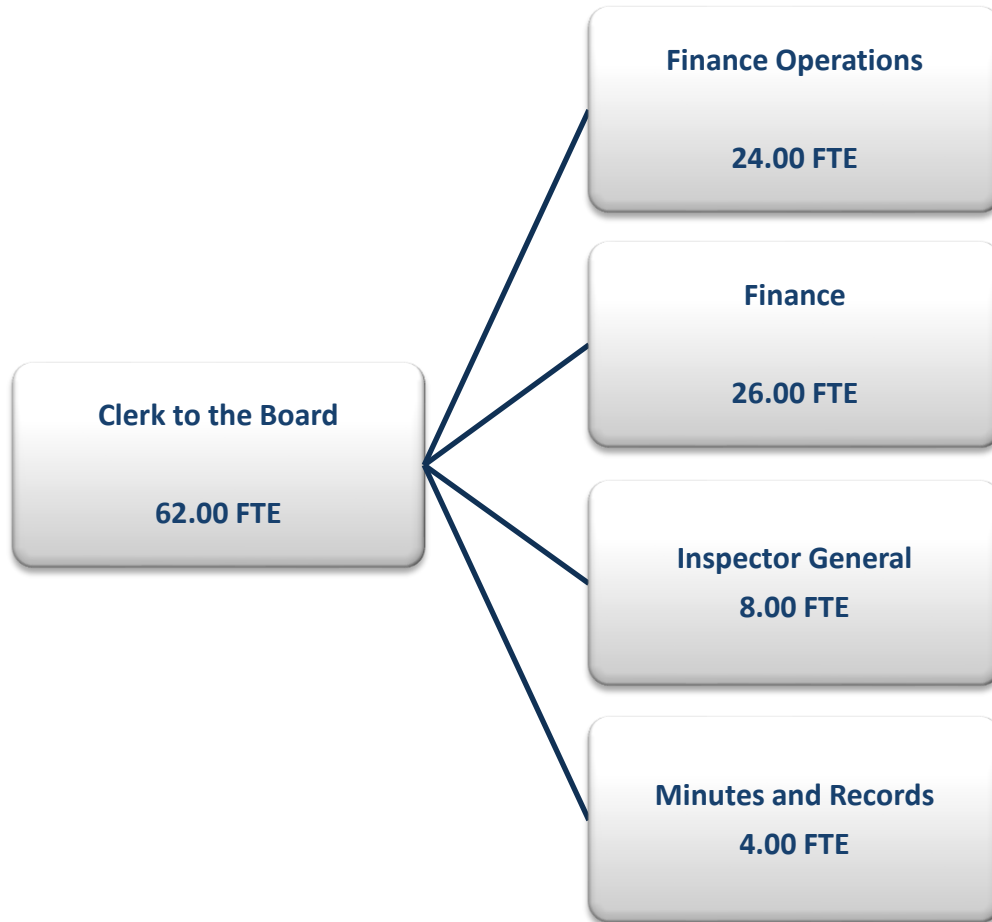
### **Major Goals for Fiscal Year 2023:**

- Identify staff that can be mentored and trained to move into vacant roles.
- Identify specific positions at risk of losing historical knowledge with retirements.
- Conduct formal wage and compensation studies to identify changes necessary with our current policies.
- Develop and provide personal growth training series to all staff.
- Provide all mandatory training to staff on a regular basis.
- Implement time and attendance once the conversion of SAP is complete.
- Conduct formal and informal satisfaction surveys to benchmark opportunities for improvement.
- Redesign the clerk evaluation process.
- SAP master data for conversion.
- Expand Clerk's Volunteer Corps.

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**CLERK TO THE BOARD**

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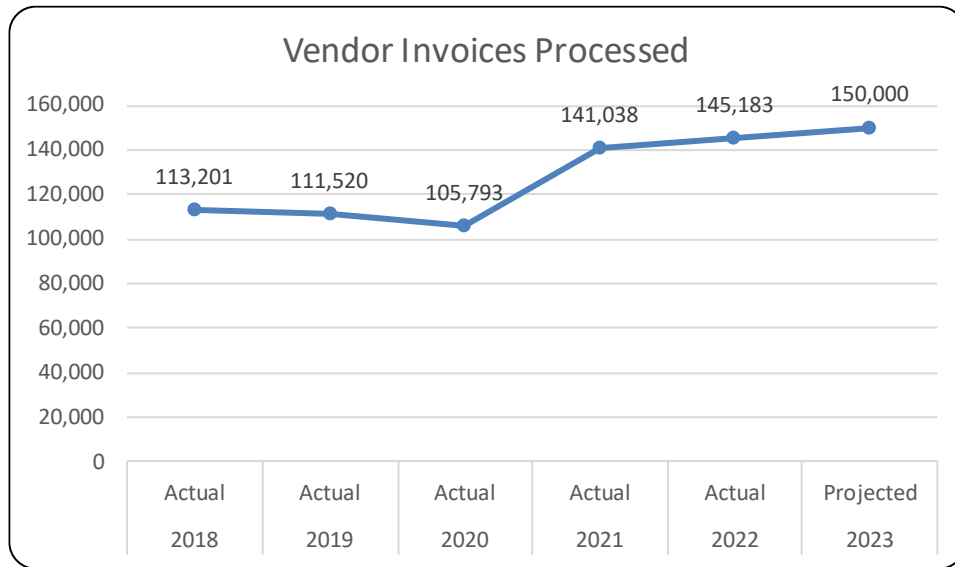
## CLERK TO THE BOARD – FINANCE OPERATIONS

Finance Operations processes payroll, accounts payable and accounts receivable for the Board of County Commissioners, Clerk of Courts and Supervisor of Elections agencies. These responsibilities include assuring compliance with laws, ordinances, resolutions, and adopted policies governing the respective agencies.

### Major Accomplishments Fiscal Year 2022:

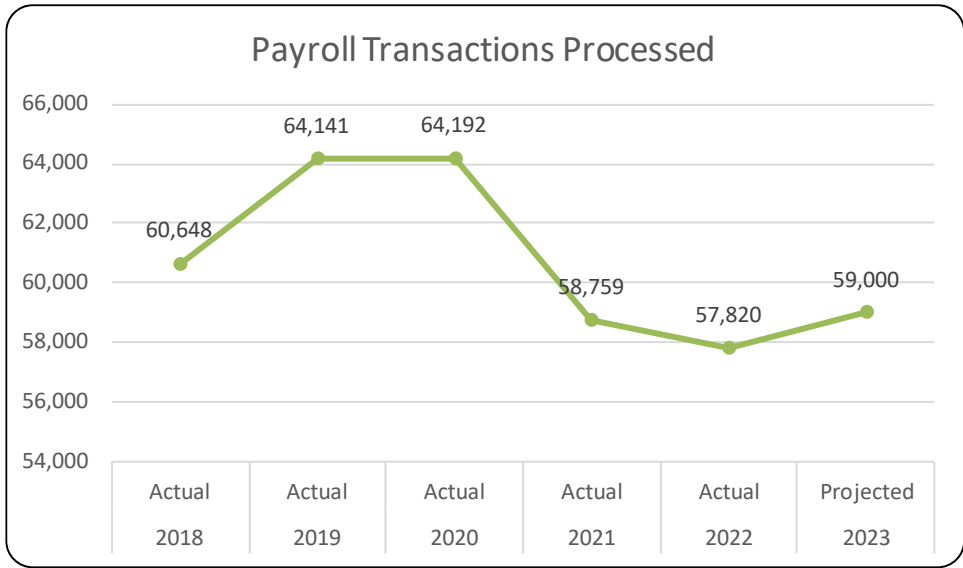
- Continued to absorb the impact of COVID-19 related assistance programs with no negative impact on processing.
- Suffered no delays in processing due to Hurricane Ian.
- Kicked off the SAP S/4 HANA conversion project.
- Participated in time and attendance assessment project jointly with the County offices.
- Continued joint participation in County Procurement’s contract administration training program.

### Workload:



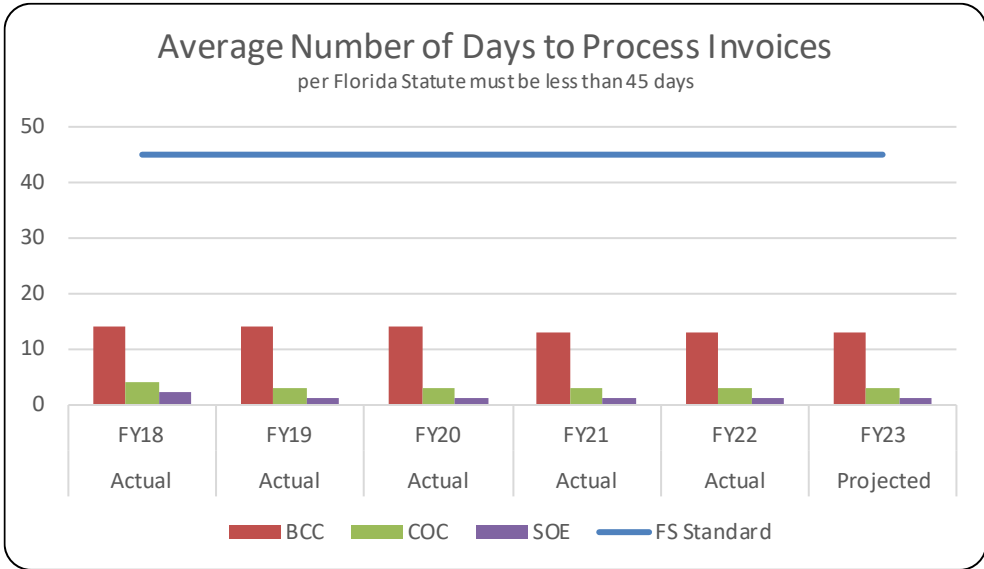
\* FY2020 Transactional data was lower due to the COVID-19 pandemic. As an example, over 2,000 fewer juror service checks were written in FY 2020 when compared to FY 2019.





The total payroll transactions dropped due to the implementation of the pay plan increases mid year. In a typical year there are 26 pay cycles, but for the instances where the number of payroll transactions have dropped, two extra pay cycles were introduced during implementation.

**Efficiency:**



*Clerk of the Circuit Court  
General Fund  
Clerk to the Board of the County Commissioners - Finance Operations*

Appropriation Unit	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual	FY 2023 Current	FY 2023 Expanded	FY 2023 Approved	Increase/ (Decrease)	Percent Change
<b>General Fund 011</b>								
Personnel Services	\$ 1,683,335	\$ 1,779,600	\$ 1,777,420	\$ 2,030,500	\$ -	\$ 2,030,500	\$ 250,900	14.10%
Operating Expenditures	192,989	211,990	210,393	128,100	-	128,100	(83,890)	(39.57%)
Capital Expenditures	-	-	-	-	-	-	-	0.00%
Total Appropriations	<u>\$ 1,876,324</u>	<u>\$ 1,991,590</u>	<u>\$ 1,987,813</u>	<u>\$ 2,158,600</u>	<u>\$ -</u>	<u>\$ 2,158,600</u>	<u>\$ 167,010</u>	<u>8.39%</u>
Permanent Positions	22.44	23.44	23.44	23.44	-	23.44	-	0.00%
<b>Court Services Fund 013</b>								
Personnel Services	\$ 46,762	\$ 36,300	\$ 35,159	\$ 39,300	\$ -	\$ 39,300	\$ 3,000	8.26%
Operating Expenditures	-	-	-	-	-	-	-	0.00%
Capital Expenditures	-	-	-	-	-	-	-	0.00%
Total Appropriations	<u>\$ 46,762</u>	<u>\$ 36,300</u>	<u>\$ 35,159</u>	<u>\$ 39,300</u>	<u>\$ -</u>	<u>\$ 39,300</u>	<u>\$ 3,000</u>	<u>8.26%</u>
Permanent Positions	0.56	0.56	0.56	0.56	-	0.56	-	0.00%
<b>Total All Funding Sources</b>								
Personnel Services	\$ 1,730,097	\$ 1,815,900	\$ 1,812,579	\$ 2,069,800	\$ -	\$ 2,069,800	\$ 253,900	13.98%
Operating Expenditures	192,989	211,990	210,393	128,100	-	128,100	(83,890)	(39.57%)
Capital Expenditures	-	-	-	-	-	-	-	0.00%
Total Appropriations	<u>\$ 1,923,086</u>	<u>\$ 2,027,890</u>	<u>\$ 2,022,972</u>	<u>\$ 2,197,900</u>	<u>\$ -</u>	<u>\$ 2,197,900</u>	<u>\$ 170,010</u>	<u>8.38%</u>
Permanent Positions	23.00	24.00	24.00	24.00	-	24.00	-	0.00%

**Budget Highlights:**

Actual FY 2022:

- Expenditures are \$4,918 or approximately 0.24 percent less than appropriated.

Current FY 2023:

- The FY 2023 budget reflects an increase of \$170,010 or 8.38 percent. The increase due to the additional personal service costs associated with pay plan implementation.

Expanded FY 2023:

- There are no expanded positions included in the FY 2023 budget.

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## CLERK TO THE BOARD – FINANCE OPERATIONS OBJECTIVES AND GOALS

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### **Key Objectives for 2023:**

- Continue joint training program for BOCC/COC staff and vendors conducted with County Procurement Services Division for contract administration.
- Complete conversion of legacy SAP ECC to new S/\$ HANA platform.
- Work with Clerk's Information Technology and Human Resources to implement an automated time and attendance system for the BOCC, COC and SOE agencies to reduce costs, processing time and the opportunity for time entry errors.
- Leverage S/4 HANA to develop more advanced analytical tools to document effectiveness of the invoice audit process.

### **Major Goals for Fiscal Year 2023:**

- Increase the quality and scope of invoice audits.
- Efficiently absorb the increased capital payment workload brought on by the County's newly adopted 1% Infrastructure Surtax.
- Increase transparency and controls over County procurement card transactions.
- Increase transparency and controls over tracking of revenue, inter-governmental charges, journal entries and other uploads.
- Enhance payroll automation.

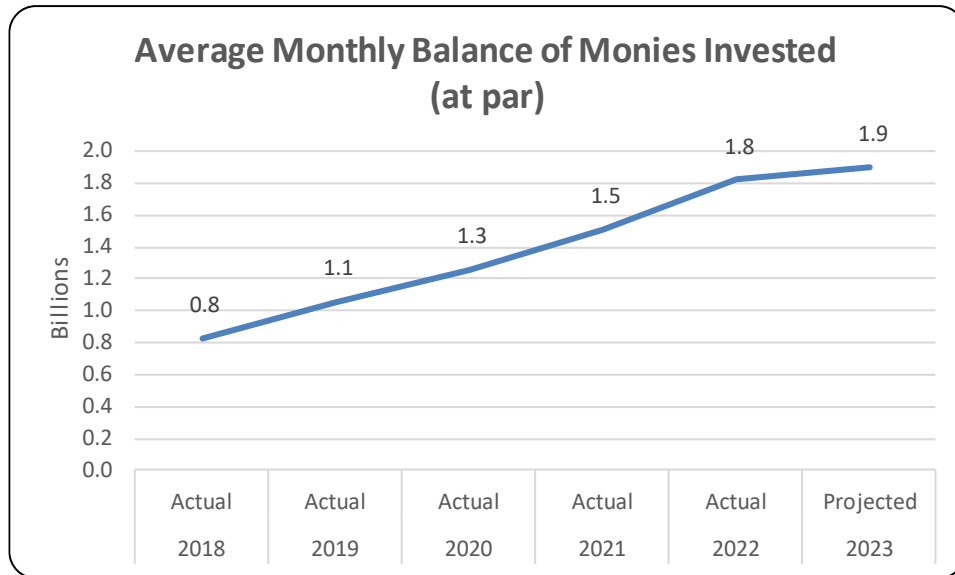
## CLERK TO THE BOARD – FINANCE

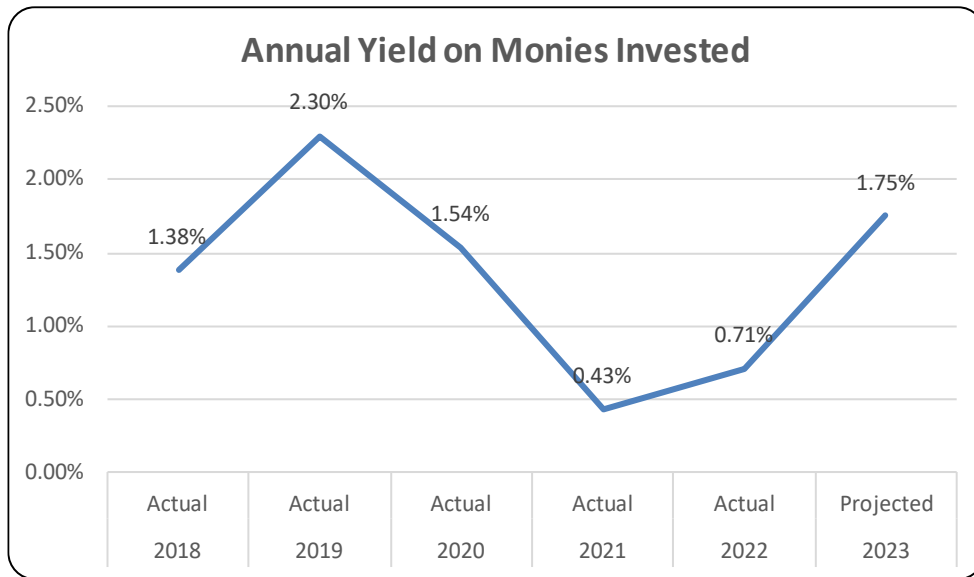
Finance processes all accounting and finance related transactions of the Board of County Commissioners. These responsibilities include assuring compliance with laws, ordinances, resolutions, and adopted policies, accounting for Board transactions in conformity with generally accepted accounting principles, safeguarding County funds, managing BCC investments and debt and advising the Board of County Commissioners on financial and accounting matters. In addition, Finance prepares the County’s consolidated Annual Comprehensive Financial Report (ACFR) and associated reports and acts as the County’s project manager on the statutorily required annual audit.

**Major Accomplishments Fiscal Year 2022:**

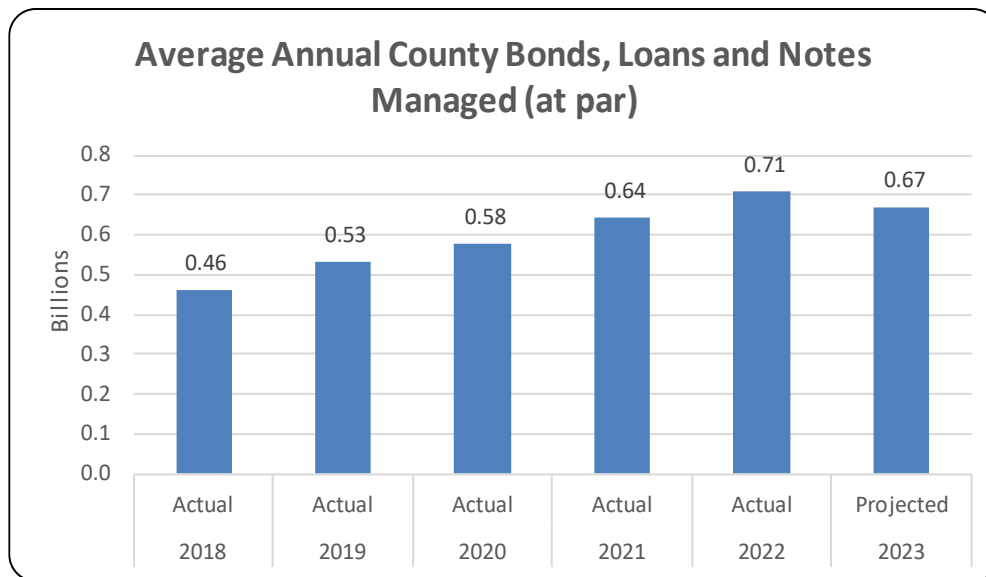
- Received the Government Finance Officers Association’s “Certificate of Achievement for Excellence in Financial Reporting” for the FY 2021 ACFR for the 35<sup>th</sup> consecutive year.
- Managed a monthly BCC investment portfolio of over \$1B in taxpayer’s dollars.
- Managed the County’s \$700M debt portfolio, including satisfying all secondary market disclosure requirements, debt covenants and ratings surveillances.
- Grant staff reviewed over 3,500 different grant contracts and over 330 sub-recipient pay requests.
- Created 1,213 capital asset records during the year.

**Workload:**





After a prolonged period of low interest rates related to the COVID-19 pandemic, The Federal Reserve rate climbed during FY-2022. Increases of .25% and .50% continued through the year to bring the upper level of the target range to 3.25% as of September 30, 2022.



The Collier County debt portfolio was consistently declining during the ten years leading up to FY-2018. New debt issuances during this period were almost exclusively refinancing of older issues to achieve present value savings. Beginning in FY-2018, several new money borrowings were issued for utilities acquisitions and improvements, land purchases for various governmental facilities and the construction of an amateur sports complex. Principal will be paid down during FY-2023 with no known new issuances for the year.

**Efficiency:** Maintain high ratings for borrowing and portfolio returns.

Performance Measures:

	<b>Rating Agency</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Actual</b>
<u>Bond Ratings</u>						
Gas Tax Revenue	Fitch	AA-	AA-	AA-	AA-	AA-
	Moodys	A2	A2	A2	A2	A2
	Standard & Poors	A+	A+	A+	A+	A+
Special Obligation	Fitch	AA	AA	AA	AA	AA+
	Moodys	Aa2	Aa1	Aa1	Aa1	Aa1
	Standard & Poors	AAA	AAA	AAA	AAA	AAA
Water & Sewer Revenue	Fitch	AAA	AAA	AAA	AAA	AAA
	Moodys	Aa1	Aa1	Aa1	Aaa	Aaa
	Standard & Poors	--	--	--	--	--
Tourist Tax Revenue	Fitch	AA+	AA+	AA+	AA+	AA+
	Moodys	Aa3	Aa3	Aa3	Aa3	Aa3
	Standard & Poors	--	--	--	--	--
<u>Asset Additions</u>						
	# of assets	3,590	3,051	2,388	1,317	1,213
	\$ Value	\$202,090,529	\$138,680,011	\$135,846,895	\$250,370,713	\$209,833,780
<u>Grant Administration</u>						
	State Awards #	39	48	41	36	41
	Value	\$6,838,524	\$13,325,273	\$13,323,880	\$8,990,142	\$38,986,601
	Federal Awards #	100	91	102	98	121
	Value	\$36,282,433	\$57,695,474	\$39,674,218	\$98,652,012	\$219,045,144

**General Fund**

*Clerk to the Board of the County Commissioners - Finance*

<b>Appropriation Unit</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Budget</b>	<b>FY 2022 Actual</b>	<b>FY 2023 Current</b>	<b>FY 2023 Expanded</b>	<b>FY 2023 Approved</b>	<b>Increase/ (Decrease)</b>	<b>Percent Change</b>
<b>General Fund 011</b>								
Personnel Services	\$ 2,180,001	\$ 2,549,650	\$ 2,548,262	\$ 2,598,400	\$ -	\$ 2,598,400	\$ 48,750	1.91%
Operating Expenditures	358,156	144,360	143,151	188,000	-	188,000	43,640	30.23%
Capital Expenditures	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 2,538,157</b>	<b>\$ 2,694,010</b>	<b>\$ 2,691,413</b>	<b>\$ 2,786,400</b>	<b>\$ -</b>	<b>\$ 2,786,400</b>	<b>\$ 92,390</b>	<b>3.43%</b>
Permanent Positions	21.00	26.00	26.00	26.00	-	26.00	-	0.00%

**Budget Highlights:**

Actual FY 2022:

- Expenditures were \$2,597 or approximately .10 percent less than appropriated.

Current FY 2023:

- The FY 2023 budget reflects an increase of \$92,390 or 3.43 percent. The increase is largely due to the personnel budget FY 2022 to handle the increased workload.

Expanded FY 2023:

- There are no expanded positions included in the FY 2023 budget.

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## CLERK TO THE BOARD – FINANCE OBJECTIVES AND GOALS

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### **Key Objectives for 2023:**

- Maintain books and accounts for the Board of County Commissioners in compliance with statutory requirements.
- 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, ACFR and PAFR recognition awards.
- Continue development of staff through cross-training and educational conferences.
- Issuance of County Water and Sewer stand-alone statements with the ACFR.
- Creation of the Popular Annual Financial Report (a condensed and more easily understood version of the ACFR for the benefit of the public, and other interested parties, who do not possess a background in public finance).

### **Major Goals for Fiscal Year 2023:**

- Maintain excellence in financial reporting.
- Create a comprehensive Collier debt report.
- Implementation of SAP modules, or other integrated packages, to increase efficiency.
- Formalize approach to staff training in pursuit of cross-trained staff to assist in financial reporting.
- Enhance investment reporting.
- Develop accounts payable SAP S/4 HANA analysis tools to better track invoice processing.

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## CLERK TO THE BOARD – INSPECTOR GENERAL

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The Clerk's Office of Inspector General (formerly the Internal Audit Department for over 20 years) provides an independent, objective assurance and investigative function. In 2020, we joined ten other counties who had transitioned to an Office of Inspector General (OIG). Our annual work plans are designed to add value and improve the organization's operations for the Clerk's Agency (CoC) and the Board of County Commissioner's (BCC) departments. Additionally, we perform audits of private guardianship funds as required by Florida Statute.

The Inspector General's goals of this evolution were to: enhance public trust and accountability to stakeholders and citizens; increase uniformity with state, federal and international processes and procedures; reinforce the office's independence; provide additional training and certification opportunities through Association of Inspector General national, state and local chapters; and to help prevent and identify fraud, waste and abuse.

### **Major Accomplishments Fiscal Year 2022:**

- Obtained certification for another Certified Inspector General Auditor, for a total of seven Association of Certified Inspector General certifications held within the division. This adds to the two staff who hold Masters of Business Administration, two who are certified in data analytics, and one who is certified in fraud examinations.
- Utilized AutoAudit software to enhance and standardize the risk assessment process to be consistent with Institute of Internal Auditors professional standards.
- Continued the use of IDEA data analysis software on an increased number of transactions, to review for outliers and exceptions to be audited.
- Opened 143 investigative activities in 2022 and referred 2 cases to law enforcement.
- Six felony arrests made from OIG law enforcement referrals in FY 2022.
- Performed training for BCC and CoC Grant teams, of fraud trends identified in COVID-related grant programs.
- Performed training for CoC customer service teams, on indicators of criminal activity and response tactics.
- Audited 524 guardianship filings for estates valued at over \$95 million. Over 43.5% of the guardianship reports submitted were returned to the guardians for additional documentation or correction and were reaudited.
- Provided practical input to the Clerk, who served on the Statewide Clerk's Guardianship Task Force.



Statistics Dating Back to 2019:

<b>OIG Statistics - 2019 through 2022 (Plus 2023 Estimates)</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
# Reports Issued/Projected	10	24	28	30*	32*
# Transactions Audited/Reviewed	2,402	10,000	70,306	Under Final Review	N/A
\$ Transactions Audited/Reviewed	72,493,485	242,326,238	1,524,675,564	Under Final Review	N/A
\$ Questioned Costs	300,479	1,684,183	5,179,935	Under Final Review	N/A
\$ Taxpayer Savings	31,156	826,432	217,846	Under Final Review	N/A
# Findings/Recommendations	19	54	44	Under Final Review	N/A
# Complaints/Cases Opened	21	43	30	143	100*
\$ Complaints/Cases Opened	1,150,385	21,671,759	24,666,153	43,412,840	N/A
# Referred to Law Enforcement	1	0	2	2	N/A
# Arrests				6	N/A
\$ Restitution from Arrests				220,000	N/A
# Guardianship Audits	530	564	704	524	750*
\$ Guardianship Assets Audited	N/A	118,968,203	171,792,835	95,624,662	N/A
\$ Guardianship Fees Assessed	29,840	30,075	36,580	27,225	N/A
# Guardianship Classes Held	12	7	3	12	N/A

\* Projected

<b>Cases Referred to Law Enforcement</b>	<b>Arrests Made</b>
1 case reported 2019	1 arrest made in 2022
1 case reported 2021	1 arrest made in 2022
1 case reported 2021	Pending
1 case reported 2022	2 arrests made 2022
1 case reported 2022	2 arrests made 2022
<b>5 cases referred</b>	<b>6 felony arrests made</b>

## GENERAL SERVICES – INSPECTOR GENERAL

*Clerk of the Circuit Court*

*General Fund*

*Clerk to the Board of the County Commissioners - Inspector General / Guardianship*

Appropriation Unit	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual	FY 2023 Current	FY 2023 Expanded	FY 2023 Approved	Increase/ (Decrease)	Percent Change
<b>General Fund 011</b>								
Personnel Services	\$ 700,718	\$ 678,400	\$ 676,894	\$ 712,400	\$ 94,100	\$ 806,500	\$ 128,100	18.88%
Operating Expenditures	109,488	84,800	83,237	102,400	-	102,400	17,600	20.75%
Capital Expenditures	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 810,206</b>	<b>\$ 763,200</b>	<b>\$ 760,131</b>	<b>\$ 814,800</b>	<b>\$ 94,100</b>	<b>\$ 908,900</b>	<b>\$ 145,700</b>	<b>19.09%</b>
Permanent Positions	6.00	6.00	6.00	6.00	1.00	7.00	1.00	16.67%
<b>Court Services Fund 013</b>								
Personnel Services	\$ 117,669	\$ 132,500	\$ 131,418	\$ 115,300	\$ -	\$ 115,300	\$ (17,200)	(12.98%)
Operating Expenditures	316	100	-	100	-	100	-	0.00%
Capital Expenditures	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 117,985</b>	<b>\$ 132,600</b>	<b>\$ 131,418</b>	<b>\$ 115,400</b>	<b>\$ -</b>	<b>\$ 115,400</b>	<b>\$ (17,200)</b>	<b>(12.97%)</b>
Permanent Positions	1.00	1.00	1.00	1.00	-	1.00	-	0.00%
<b>Total All Funding Sources</b>								
Personnel Services	\$ 818,387	\$ 810,900	\$ 808,312	\$ 827,700	\$ 94,100	\$ 921,800	\$ 110,900	13.68%
Operating Expenditures	109,804	84,900	83,237	102,500	-	102,500	17,600	20.73%
Capital Expenditures	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 928,191</b>	<b>\$ 895,800</b>	<b>\$ 891,549</b>	<b>\$ 930,200</b>	<b>\$ 94,100</b>	<b>\$ 1,024,300</b>	<b>\$ 128,500</b>	<b>14.34%</b>
Permanent Positions	7.00	7.00	7.00	7.00	1.00	8.00	1.00	14.29%

### Budget Highlights:

Actual FY 2022:

- The expenditures for FY 2022 are \$4,251 or .47 percent less than the budget. This is due to reduced travel expenditures and partial vacancies during the prior budget cycle.

Current FY 2023:

- The FY 2023 budget reflects an increase of approximately \$128,500 or 14.34 percent, when compared to the previous fiscal cycle. This is largely attributable to the addition of staff within the department.

Expanded FY 2023:

- There is one expanded position or service planned for FY 2023 budget.

## GENERAL SERVICES – INSPECTOR GENERAL OBJECTIVES AND GOALS

### Key Objectives for 2023:

- Initiate at least four pilot engagements with Microsoft TEAMS software, to enhance communications on engagements by documenting assignments, statuses, responses and open issues.
- Develop a training video for our engagement partners, to respond directly to observations and update the progress of related action plans in AutoAudit.
- Generate a list of open observations and action plans by September 2023.
- Create reporting checklists for audit, consulting, inspection, investigative and guardianship audit reports by June 2023.
- Complete the FCCC Guardianship Audit compliance checklist by September 2023, indicating compliance in each area.
- Target two to three summary reports for release per month, or a total of 30-32 reports issued in 2023. By using our short summary report format, we've experienced success in reducing the amount of time spent writing and responding to reports.
- Solicit feedback from BCC Commissioners and Senior Staff via interview, to be considered in our Annual Plan due May 2023.
- Send two employees to the inaugural National Guardianship Association Guardianship Investigator classes.
- Send one more deputy clerk to be trained and certified as a Certified Inspector General Inspector/Evaluator by April 2023.

### Major Goals for Fiscal Year 2023:

- Enhance communications with our engagement partners.
- Increase the speed of the turnaround of engagements through the use of agile principles.
- Evaluate Audit and Consulting processes and procedures in light of the newly issued Global Internal Audit Standards from the Institute of Internal Auditors.
- Ensure inspection, investigation and guardianship audits are performed in compliance with appropriate standards and OIG procedures.
- Enhance awareness of the Office of Inspector General and the services we offer, to both prevent and detect fraud.

## CLERK TO THE BOARD – BOARD MINUTES AND RECORDS

The Board Minutes and Records Department is the repository for the official minutes and records of the Board of County Commissioners and their numerous advisory committees. The department provides accurate, concise verbatim and non-verbatim minutes of the Board of County Commissioners’ meetings and advisory board meetings for the benefit of the public and staff. The Board Minutes and Records Department also provides administrative support for the Collier County Value Adjustment Board and maintains a list of registered lobbyists for the Board of County Commissioners.

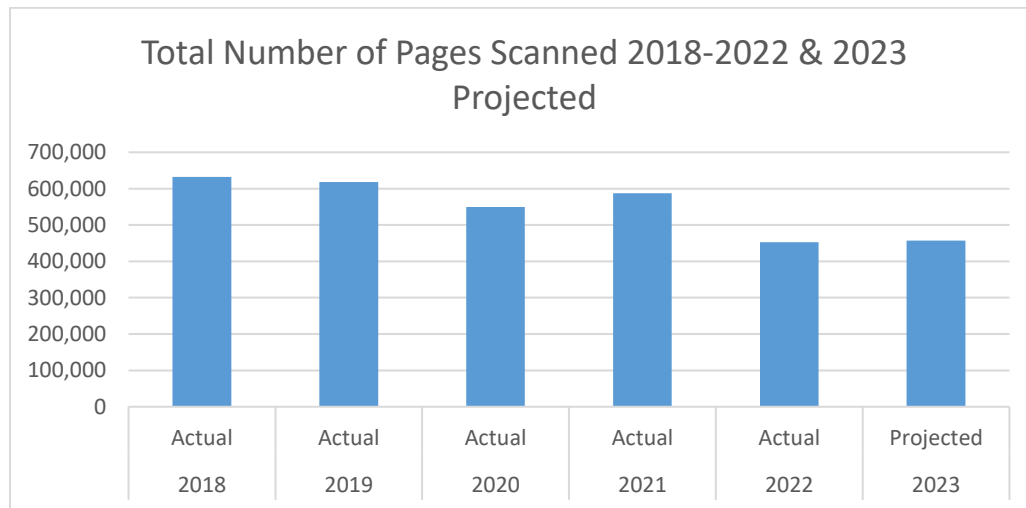
### Major Accomplishments Fiscal Year 2022:

- Provided outstanding customer service to the public and internal users by facilitating the access and retrieval of Board of County Commissioners and Value Adjustment Board (VAB) records.
- Completed the VAB process for tax year 2021. Tax year 2022 to be completed in the Spring of 2023.
- Processed 607 VAB petitions for tax year 2021 and 1,216 for the current tax year.
- Centralized non-verbatim advisory board minutes processing.
- Continued the digitizing microfilm records to electronic records for ease of public use and retrieval.
- Coordinated with County Administration to optimize workflows for retrieval and maintenance of official county commission records and associated advisory boards.
- Remodeled VAB meeting room to better facilitate hearings.

### Workload:

	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Actual</u>	2021 <u>Actual</u>	2022 <u>Actual</u>	2023 <u>Projected</u>
Board/Committee Meetings	44	40	45	47	50	52
Pages Transcribed - Verbatim/Non-verbatim *	4,481	4,842	4,406	5,093	7,551	6,500
Scanned Database Pages **	627,518	613,451	545,145	582,137	445,147	450,000
Legal Notices Published	227	213	231	228	183	200

### Efficiency: Number of pages scanned in BMR



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

*Clerk of the Circuit Court*

*General Fund*

*Clerk to the Board of the County Commissioners - Minutes and Records*

Appropriation Unit	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual	FY 2023 Current	FY 2023 Expanded	FY 2023 Approved	Increase/ (Decrease)	Percent Change
<b>General Fund 011</b>								
Personnel Services	\$ 206,190	\$ 228,650	\$ 226,965	\$ 346,000	\$ -	\$ 346,000	\$ 117,350	51.32%
Operating Expenditures	79,348	116,700	115,921	125,000	-	125,000	8,300	7.11%
Capital Expenditures	-	-	-	-	-	-	-	0.00%
Total Appropriations	<u>\$ 285,538</u>	<u>\$ 345,350</u>	<u>\$ 342,886</u>	<u>\$ 471,000</u>	<u>\$ -</u>	<u>\$ 471,000</u>	<u>\$ 125,650</u>	<u>36.38%</u>
Permanent Positions	4.00	4.00	4.00	4.00	-	4.00	-	0.00%

**Budget Highlights:**

Actual FY 2022:

- Total expenditures for FY 2022 are \$2,464 or 0.71 percent less than the FY 2021 budget due primarily to reduced operating expenditures.

Current FY 2023:

- The FY 2023 budget reflects an increase of \$125,650 or 36.38 percent, when compared to the prior year budget due to the hiring of a new department supervisor.

Expanded FY 2023:

- There are no expanded positions or services included in the FY 2023 budget.

**Key Objectives for 2023:**

- Prepare and transmit all statistical reports and ordinances to state agencies.
- Implement new website operation procedures and functionality with web-based advertising.
- Coordinate and process all property tax appeals and exemption/classification denials through the Value Adjustment Board.
- Process, record and maintain all County Commission documents, which includes ordinances, resolutions, minutes, lobbyist registrations/updates, agreements, contracts, deeds, and agendas.
- Develop training opportunities for staff through workshops, conferences and in-house training sessions to network trends and best practices.
- Develop controls to ensure compliance with local, state, and federal laws.
- Provide assistance and customer service to Constitutional Officers, staff, and members of the public, which includes work sessions on searching public records.

**Major Goals for Fiscal Year 2023:**

- Increase documented conversions by 5% (digitization of microfilm) to an electronic version for easier access of older records to the public.
- Offer multiple training seminars on record retrieval and searching tips.
- Maintain a level of skilled and cross-trained professional staff.
- Ensure the successful implementation of the website advertising of notices service.
- Conform to local, state and federal law governing the responsibilities of the office and update as legislative changes occur.
- Enhance value adjustment board data analysis to identify opportunities for improvement.

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**CLERK OF THE CIRCUIT COURT**

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**Clerk of the Circuit Court**

**36.78 FTE**

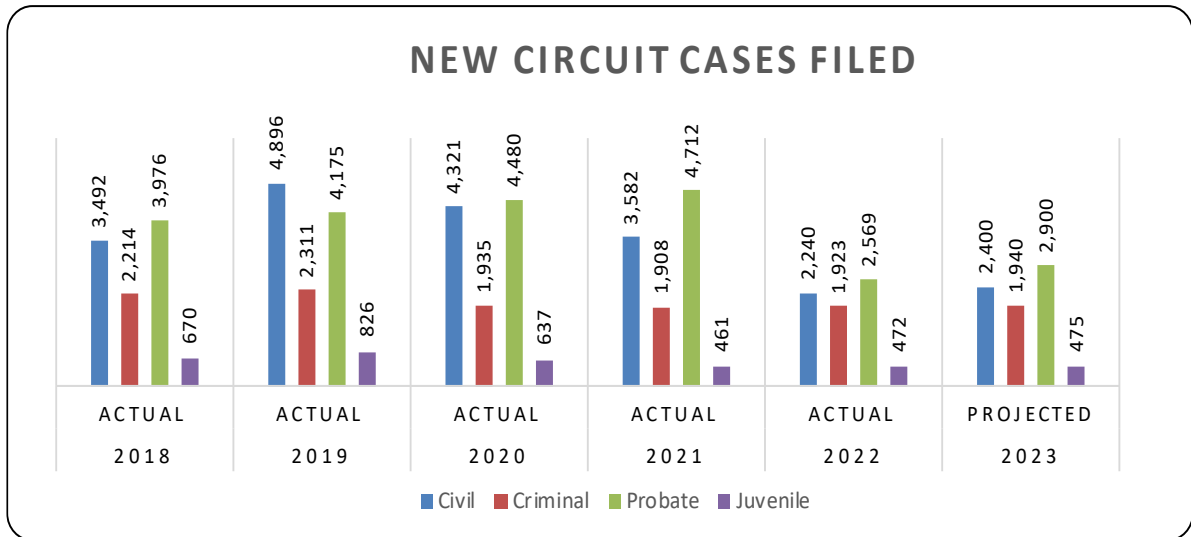
## CLERK OF THE CIRCUIT COURT – CIRCUIT OPERATIONS

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

### Major Accomplishments Fiscal Year 2022:

- Worked through the continued pandemic constraints without impeding services either by in person or clerk attended court proceedings via zoom meeting. Continued to cross trained clerks for e-filings and court proceedings.
- Enhanced first-floor courthouse services through remodeling to include an advanced self-help area.
- Created and implemented automated workflow that notifies Judge, State Attorney and Sheriff immediately via email for a violation of injunction filed, saving time and money.
- Implemented a new QMATIC customer service system to create a more seamless experience for our citizens.
- Met all performance metrics for timeliness.
- 1<sup>st</sup> in state to meet Uniform Case Reporting (UCR) compliance.

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



**Efficiency:** Percentage of new cases and case docket entries completed exceeding State standards.

	State Standards		Quarterly Reporting				Annual
	ANNUAL Projected % of new cases OPENED within X business days after initial documents are clocked in		1 10/01/21-12/31/21	2 01/01/22-03/31/22	3 04/01/22-06/30/22	4 07/01/22-09/30/22	10/01/21-09/30/22
<b>Circuit</b>							
Criminal ( <i>defendants</i> )	80%	2 bus. days	99.0%	100.0%	99.0%	99.0%	99.3%
Juvenile Delinquency ( <i>juveniles</i> )	80%	2 bus. days	100.0%	100.0%	100.0%	100.0%	100.0%
Civil (cases)	80%	2 bus. days	96.0%	97.0%	96.0%	89.0%	94.5%
Circuit Probate (cases)	80%	2 bus. days	99.0%	99.0%	99.0%	95.0%	98.0%
Family (cases)	80%	3 bus. days	99.0%	98.0%	100.0%	98.0%	98.8%
Juvenile Dependency (cases)	80%	2 bus. days	97.0%	100.0%	100.0%	98.0%	98.8%
	ANNUAL Projected % of docket entries entered within X business days after clock in/action taken date		10/01/21-12/31/21	01/01/22-03/31/22	04/01/22-06/30/22	07/01/22-09/30/22	10/01/21-09/30/22
<b>Circuit</b>							
Criminal ( <i>defendants</i> )	80%	3 bus. days	100.0%	100.0%	100.0%	99.0%	99.8%
Juvenile Delinquency ( <i>juveniles</i> )	80%	3 bus. days	100.0%	100.0%	100.0%	100.0%	100.0%
Civil (cases)	80%	3 bus. days	99.0%	99.0%	100.0%	96.0%	98.5%
Circuit Probate (cases)	80%	3 bus. days	100.0%	100.0%	100.0%	97.0%	99.3%
Family (cases)	80%	3 bus. days	99.0%	98.0%	99.0%	98.0%	98.5%
Juvenile Dependency (cases)	80%	3 bus. days	100.0%	100.0%	100.0%	99.0%	99.8%

The circuit operation continues to perform to standard despite the budget cuts made each year by the CCOC. The department has gained efficiency and has refined processes with the repeated changes to funding. Staff has been cut 34% in the courts department since 2008 due to lack of funding.



## CLERK OF THE CIRCUIT COURT – CIRCUIT OPERATION

*Clerk of the Circuit Court  
General Fund  
Circuit Court Operations*

Appropriation Unit	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual	FY 2023 Current	FY 2023 Expanded	FY 2023 Approved	Increase/ (Decrease)	Percent Change
<b>General Fund 011</b>								
Personnel Services	\$ 151,000	\$ 152,600	\$ 152,600	\$ 153,600	\$ -	\$ 153,600	\$ 1,000	0.66%
Operating Expenditures	23,168	30,700	21,292	79,700	-	79,700	49,000	159.61%
Capital Expenditures	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 174,168</b>	<b>\$ 183,300</b>	<b>\$ 173,892</b>	<b>\$ 233,300</b>	<b>\$ -</b>	<b>\$ 233,300</b>	<b>\$ 50,000</b>	<b>27.28%</b>
Permanent Positions	2.50	2.50	2.50	2.50	-	2.50	-	0.00%
<b>Court Services Fund 013</b>								
Personnel Services	\$ 2,307,990	\$ 2,538,592	\$ 2,523,527	\$ 2,762,341	\$ -	\$ 2,762,341	\$ 223,749	8.81%
Operating Expenditures	80,727	169,886	155,660	198,936	-	198,936	29,050	17.10%
Capital Expenditures	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 2,388,717</b>	<b>\$ 2,708,478</b>	<b>\$ 2,679,187</b>	<b>\$ 2,961,277</b>	<b>\$ -</b>	<b>\$ 2,961,277</b>	<b>\$ 252,799</b>	<b>9.33%</b>
Permanent Positions	34.83	33.11	36.78	36.78	-	36.78	-	0.00%
Personnel Services	\$ 2,458,990	\$ 2,691,192	\$ 2,676,127	\$ 2,915,941	\$ -	\$ 2,915,941	\$ 224,749	8.35%
Operating Expenditures	103,895	200,586	176,952	278,636	-	278,636	78,050	38.91%
Capital Expenditures	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 2,562,885</b>	<b>\$ 2,891,778</b>	<b>\$ 2,853,079</b>	<b>\$ 3,194,577</b>	<b>\$ -</b>	<b>\$ 3,194,577</b>	<b>\$ 302,799</b>	<b>10.47%</b>
Permanent Positions	37.33	35.61	39.28	39.28	-	39.28	-	0.00%

### Budget Highlights:

#### Actual FY 2022:

- Total expenditures are \$38,699 or 1.34 percent less than the final budget. The differences are largely within operating expenses.

#### Current FY 2023:

- The FY 2023 budget reflects an increase of \$302,799 or 10.47 percent, when compared to the prior years adopted budget. This is largely due to the increased budgets allowed by the State to replace vacant clerk positions.

#### Expanded FY 2023:

- There are no expanded positions or services included in the FY 2023 budget.

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**CLERK OF THE COUNTY COURT**

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**Clerk of the County Court  
38.22 FTE**

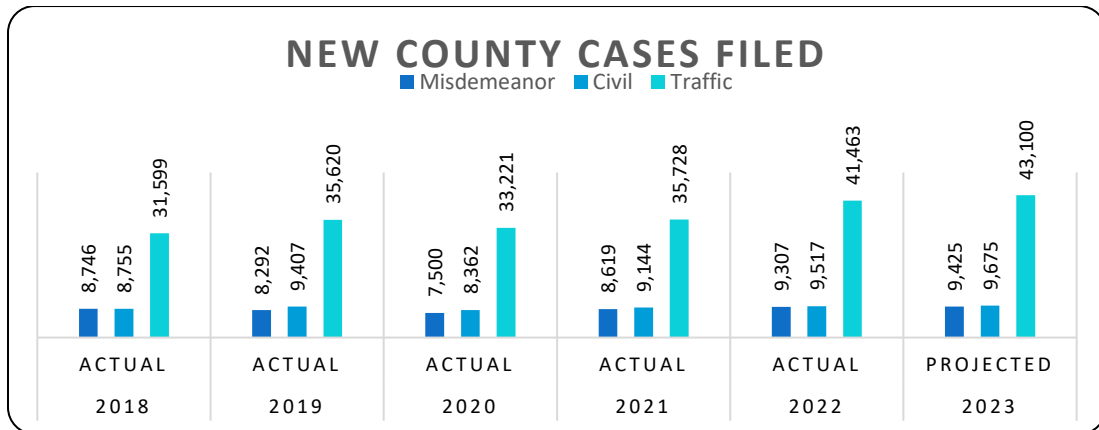
## CLERK OF THE COUNTY COURT – COUNTY COURT OPERATIONS

The Clerk, as Clerk of the County Court performs the constitutional and statutory duties of the County Court in maintaining court records and in providing responsible service to the judiciary, the legal community and the public.

### Major Accomplishments Fiscal Year 2022:

- Complied with Traffic Citation Accounting Transmission System (TCATS), the state mandated electronic transfer of traffic dispositions and driver license suspensions.
- Worked through the continued pandemic constraints without impeding services either by in person or clerk attended court proceedings via zoom meeting. Continued to cross trained clerks for e-filings and court proceedings.
- Enhanced first-floor courthouse services through remodeling to include an advanced self-help area.
- Met all performance measures for filing cases.
- Finished the year 1<sup>st</sup> in state UCR compliance.

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



**Efficiency:** Percentage of new cases and case docket entries completed exceeding State standards.

	State Standards		Quarterly Reporting				Annual
			1	2	3	4	
	ANNUAL Projected % of new cases OPENED within X business days after initial documents are clocked in		10/01/21-12/31/21	01/01/22-03/31/22	04/01/22-06/30/22	07/01/22-09/30/22	10/01/21-09/30/22
<b>County</b>							
Criminal ( <i>defendants</i> )	80%	3 bus. days	100.0%	100.0%	99.0%	99.0%	99.5%
Criminal Traffic ( <i>UTC</i> )	80%	3 bus. days	98.0%	97.0%	97.0%	97.0%	97.3%
Civil (cases)	80%	2 bus. days	97.0%	98.0%	98.0%	93.0%	96.5%
Civil Traffic ( <i>UTC</i> )	80%	4 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		10/01/21-12/31/21	01/01/22-03/31/22	04/01/22-06/30/22	07/01/22-09/30/22	10/01/21-09/30/22
<b>County</b>							
Criminal ( <i>defendants</i> )	80%	3 bus. days	100.0%	100.0%	100.0%	100.0%	100.0%
Criminal Traffic ( <i>UTC</i> )	80%	3 bus. days	100.0%	100.0%	100.0%	100.0%	100.0%
Civil (cases)	80%	3 bus. days	99.0%	100.0%	99.0%	96.0%	98.5%
Civil Traffic ( <i>UTC</i> )	80%	4 bus. days	100.0%	100.0%	100.0%	100.0%	100.0%

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

*Clerk of the Circuit Court  
General Fund  
County Court Operations*

Appropriation Unit	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual	FY 2023 Current	FY 2023 Expanded	FY 2023 Approved	Increase/ (Decrease)	Percent Change
<b>General Fund 011</b>								
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Operating Expenditures	17,077	19,400	14,012	50,400	-	50,400	31,000	159.79%
Capital Expenditures	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 17,077</b>	<b>\$ 19,400</b>	<b>\$ 14,012</b>	<b>\$ 50,400</b>	<b>\$ -</b>	<b>\$ 50,400</b>	<b>\$ 31,000</b>	<b>159.79%</b>
Permanent Positions	-	-	-	-	-	-	-	0.00%
<b>Court Services Fund 013</b>								
Personnel Services	\$ 2,207,162	\$ 2,473,257	\$ 2,468,213	\$ 2,714,515	\$ -	\$ 2,714,515	\$ 241,258	9.75%
Operating Expenditures	398,863	448,400	401,496	50,900	-	50,900	(397,500)	(88.65%)
Capital Expenditures	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 2,606,025</b>	<b>\$ 2,921,657</b>	<b>\$ 2,869,709</b>	<b>\$ 2,765,415</b>	<b>\$ -</b>	<b>\$ 2,765,415</b>	<b>\$ (156,242)</b>	<b>(5.35%)</b>
Permanent Positions	35.67	37.39	37.39	37.39	-	37.39	-	0.00%
Personnel Services	\$ 2,207,162	\$ 2,473,257	\$ 2,468,213	\$ 2,714,515	\$ -	\$ 2,714,515	\$ 241,258	9.75%
Operating Expenditures	415,940	467,800	415,508	101,300	-	101,300	(366,500)	(78.35%)
Capital Expenditures	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 2,623,102</b>	<b>\$ 2,941,057</b>	<b>\$ 2,883,721</b>	<b>\$ 2,815,815</b>	<b>\$ -</b>	<b>\$ 2,815,815</b>	<b>\$ (125,242)</b>	<b>(4.26%)</b>
Permanent Positions	35.67	37.39	37.39	37.39	-	37.39	-	0.00%

**Budget Highlights:**

Actual FY 2022:

- Total expenditures are \$57,336 or 1.95 percent less than the adopted budget. The differences are largely within operating expenses due to mid-year state cuts.

Current FY 2023:

- The cost for current services decreased by \$125,242 or 4.26 percent when compared to the prior budget year due to the vacant personnel.

Expanded FY 2023:

- There are no expanded positions or services included in the FY 2023 budget.

## CLERK OF THE COUNTY COURT – COLLECTIONS

### Major Accomplishments Fiscal Year 2022:

- Continued to meet all the state standard collections requirements for the quarterly control groups ending with the September 2022 collection period.
- Converted all records for referral to external collection agencies after 90 days per statute.
- Maintained agreements with the collection agencies to cap their surcharge rates below the 40% allowed by *Florida Statute* (currently the percentage being charged was negotiated by Collier County to allow only a 32% surcharge).

### PERFORMANCE MEASURES:

Court Type	Amount Assessed	Amount Collected	Percentage collected for reporting control groups through 09/30/22	FLCCOC Statewide Annual Standard Criteria
Circuit Criminal*	\$ 3,210,935	\$ 502,992	15.66%	9%
County Criminal	\$ 895,358	\$ 555,425	62.03%	40%
Juvenile Delinquency	\$ 65,394	\$ 19,795	30.27%	9%
Criminal Traffic	\$ 1,635,489	\$ 3,417,684	208.97%	40%
Circuit Civil	\$ 2,758,303	\$ 2,729,678	98.96%	90%
County Civil	\$ 1,915,341	\$ 1,903,652	99.39%	90%
Civil Traffic	\$ 6,901,753	\$ 6,462,820	93.64%	90%
Circuit Probate	\$ 796,409	\$ 787,687	98.90%	90%
Family	\$ 762,268	\$ 734,054	96.30%	75%

\*Currently all standard criteria for collection are being met.

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## CLERK OF THE CIRCUIT COURT- OBJECTIVES AND GOALS

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### **Key Objectives for 2023:**

- Implement a new jury system with online check-in and questionnaires.
- Continue back-scanning of court records with the goal of 100 boxes by the end of 2023.
- Explore options for electronic certification by September 2023.
- Host a minimum of 2 public informational workshops.
- Provide educational brochures to the satellite office locations.
- Create a minimum of 4 informational videos for the website.
- Add Family Law forms to the self-help center computers.
- Timely process traffic infractions, criminal actions (traffic and misdemeanors), and all civil actions with claims under \$15,000.
- Improve Self Help Center (i.e., improved pro se e-filing, hosting workshops and the creation of informational videos for the public
- Implement e-bookings, automate first appearances and in-court processing forms.
- Prepare timely statistical reports for reporting to the state.

### **Major Goals for Fiscal Year 2023:**

- Implement new Jury System.
- Improve the accessibility of court records to the public.
- Provide additional educational information to the public for a better awareness of clerk services.
- Meet 100% compliance with state performance measures for timeliness.
- Improve the accessibility of court records, decrease storage needs, evidence destruction and continue back scanning of older files for inclusion in case management system.
- Cross-train employees to work in all departments within the new court system.

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**RECORDING AND CLERKS ACCOUNTING**

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## RECORDING AND CLERKS ACCOUNTING - RECORDING

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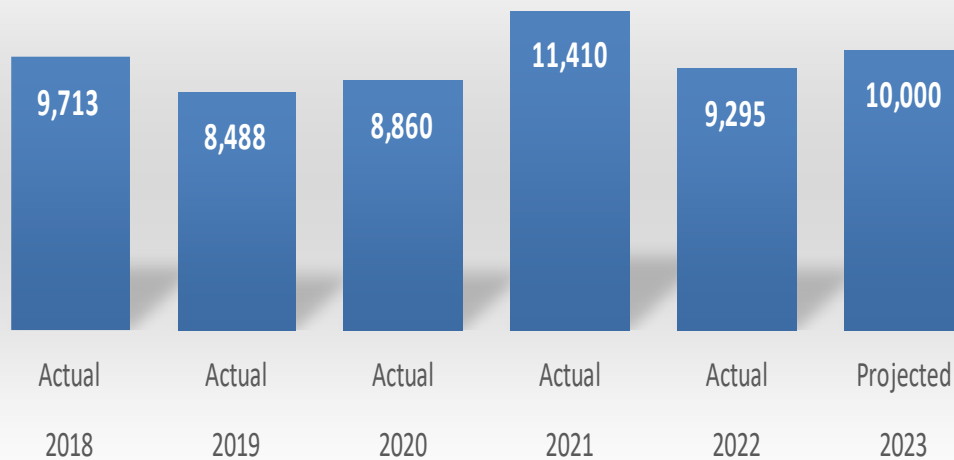
The Recording Department records all deeds, leases, mortgages and other instruments required or authorized by law to be recorded, accepts passport applications, issues marriage licenses and conducts Tax Deed sales. The Recording Department is the official record keeper for all property activity of Collier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

### Major Accomplishments Fiscal Year 2022:

- Certificate of Superior Achievement for receiving a perfect score on the Acceptance Facility Oversight Compliance Inspections for all six passport facilities in the County.
- Installed and implemented the QMATIC system to provide more efficient service to the community.
- Completed all reporting on-time, often exceeding the standards set by the State or Federal government.

**Efficiency:** Maintain the recorded documents per employee.

### Number of Instruments Recorded per Clerk



The number of instruments recorded per clerk increased due to the additional activity from 2020-2021 because of the COVID pandemic. Once restrictions were lifted filings increased for all areas of the Recording department throughout 2021. 2022 and 2023 are seeing levels elevated compared to the years prior to the COVID pandemic.



*Clerk of the Circuit Court  
General Fund  
Accounting, Recording and Satellites - Recording*

Appropriation Unit	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual	FY 2023 Current	FY 2023 Expanded	FY 2023 Approved	Increase/ (Decrease)	Percent Change
<b>General Fund 011</b>								
Personnel Services	\$ 1,382,218	\$ 1,567,700	\$ 1,565,749	\$ 1,652,200	\$ 60,500	\$ 1,712,700	\$ 145,000	9.25%
Operating Expenditures	79,325	119,400	117,317	123,100	-	123,100	3,700	3.10%
Capital Expenditures	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 1,461,543</b>	<b>\$ 1,687,100</b>	<b>\$ 1,683,066</b>	<b>\$ 1,775,300</b>	<b>\$ 60,500</b>	<b>\$ 1,835,800</b>	<b>\$ 148,700</b>	<b>8.81%</b>
Permanent Positions	18.00	19.00	19.00	19.00	1.00	20.00	1.00	5.26%

**Budget Highlights:**

Actual FY 2022:

- Total expenditures are \$4,034 or approximately 0.24 percent less than budget for the current fiscal cycle. This reduction is largely in personnel with the retirement of a long-term clerk.

Current FY 2023:

- The cost for current services is expected to increase by \$148,700, or 8.81 percent when compared to the prior year final budget. Primarily due to all vacancies being filled and increased postage costs.

Expanded FY 2023:

- There is one expanded positions or services included in the FY 2023 budget.

**Key Objectives for 2023:**

- Create and maintain the integrity of Collier County’s Official Land Records.
- Enhance Official Records access on the Clerk’s website.
- Migrate additional in-house services to the Clerk’s website to increase public access.
- Expand payment options on the internet to expedite specific processes and services.
- Complete the digitization of all records in the department.

**Major Goals for Fiscal Year 2023:**

- Efficiently maintain a cost effective, high level of customer service within the recording, official records, passport acceptance, marriage licenses and tax deed sales departments.
- Expand the ability for the community to access online records and documents.
- Ability to provide the community with the option to electronically certify online.
- 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.
- Support and enhance services with third-party e-recording business partners.
- Finalize Records Modernization.

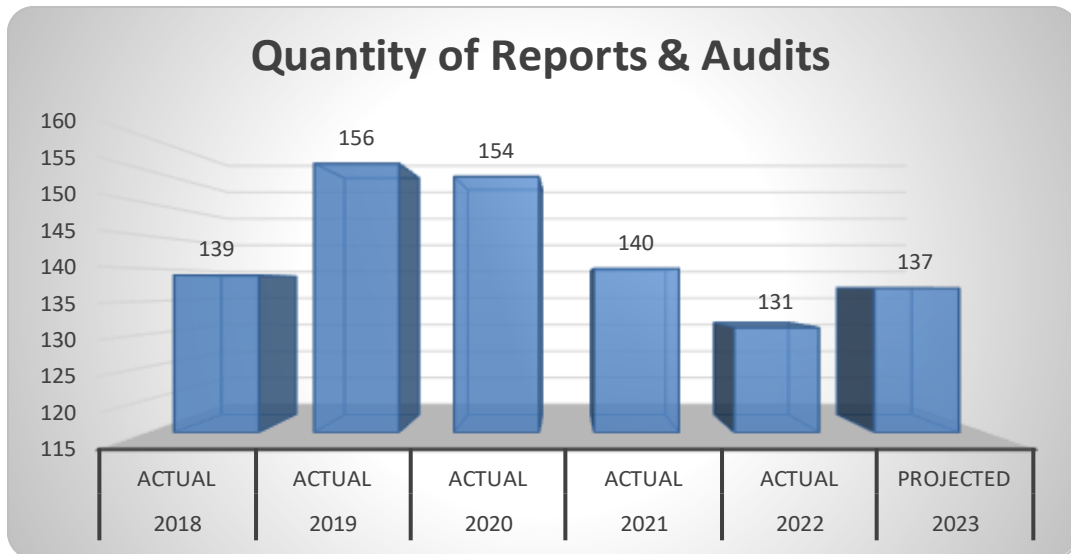
## RECORDING AND CLERKS ACCOUNTING – CLERKS ACCOUNTING

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 are 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 2022:

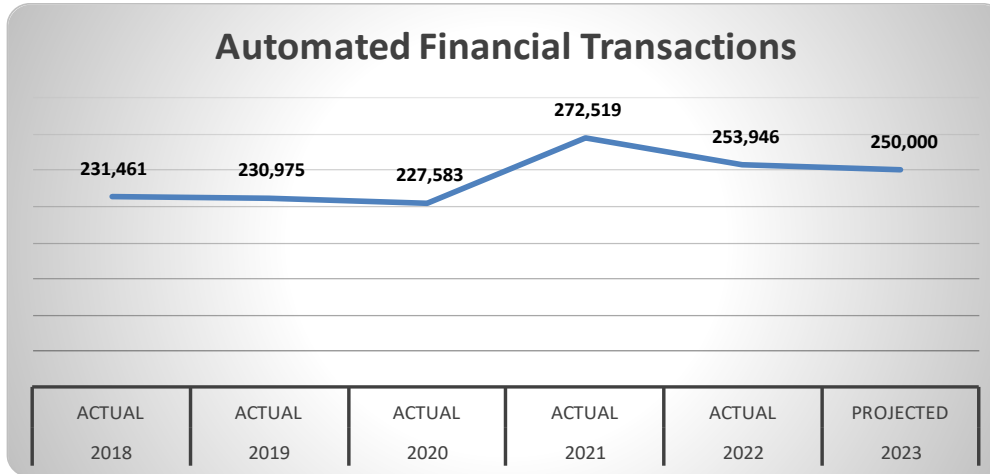
- 100% timely reporting to all required agencies and Board of County Commissioners.
- Received the GFOA Distinguished Budget Award for the twentieth consecutive year.
- Completed all audits with no audit comments.
- Provided cash management.
- Provided ongoing reporting to all departments.
- Provided 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).

### Workload:



The number of reports spike in 2019-2020 due to Article V standards changing and the addition of COVID-19 pandemic required reporting. Since 2021, the number of reports and audits have decreased due to the changing pandemic related requirements. The number of reports and audits are to ensure compliance and to account for monies to the state. Article V courts reporting makes up the greatest portion of the breakdown.

**PERFORMANCE:** To reduce the number of manually processed financial transactions below 1% using automated systems eliminating human error and increasing productivity.



Automated transactions include transactions from our court, recording, payroll, accounts payable and minutes and records systems. The pandemic has continued to contribute to the total number of transactions (manual and automated) to decrease the last two years. 2023 has projections in automated financial transactions to be greater than prior to the pandemic.

*Clerk of the Circuit Court  
General Fund  
Accounting, Recording and Satellites - Clerk's Accounting*

Appropriation Unit	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual	FY 2023 Current	FY 2023 Expanded	FY 2023 Approved	Increase/ (Decrease)	Percent Change
<b>General Fund 011</b>								
Personnel Services	\$ 253,562	\$ 215,250	\$ 213,463	\$ 295,900	\$ -	\$ 295,900	\$ 80,650	37.47%
Operating Expenditures	13,320	13,600	11,985	20,500	-	20,500	6,900	50.74%
Capital Expenditures	-	-	-	-	-	-	-	0.00%
Total Appropriations	\$ 266,882	\$ 228,850	\$ 225,448	\$ 316,400	\$ -	\$ 316,400	\$ 87,550	38.26%
Permanent Positions	2.54	2.59	3.24	3.24	-	3.24	-	0.00%
<b>Court Services Fund 013</b>								
Personnel Services	\$ 246,558	\$ 199,400	\$ 199,354	\$ 199,400	\$ -	\$ 199,400	\$ -	0.00%
Operating Expenditures	4,645	8,200	7,655	11,200	-	11,200	3,000	36.59%
Capital Expenditures	-	-	-	-	-	-	-	0.00%
Total Appropriations	\$ 251,203	\$ 207,600	\$ -	\$ 210,600	\$ -	\$ 210,600	\$ 3,000	1.45%
Permanent Positions	2.46	2.41	2.76	2.76	-	2.76	-	0.00%
<b>Total All Funding Sources</b>								
Personnel Services	\$ 500,120	\$ 414,650	\$ 412,817	\$ 495,300	\$ -	\$ 495,300	\$ 80,650	19.45%
Operating Expenses	17,965	21,800	19,640	31,700	-	31,700	9,900	45.41%
Operating Expenditures	-	-	-	-	-	-	-	0.00%
Capital Expenditures	\$ 518,085	\$ 436,450	\$ 432,457	\$ 527,000	\$ -	\$ 527,000	\$ 90,550	20.75%
Permanent Positions	5.00	5.00	6.00	6.00	-	6.00	-	0.00%

### **Budget Highlights:**

#### Actual FY 2022:

- Total expenditures for the FY 2022 are \$3,993 or .91 percent less than budgeted due to savings in personnel and operating costs.

#### Current FY 2023:

- The FY 2023 budget represents an increase of \$91,550 or 20.75 percent when compared to the FY 2022 budget. The allocations between non-court and court departments are based on the amount of time spent processing activities for the various areas.

#### Expanded FY 2023:

- There are no expanded positions or services included in the FY 2023 budget.

### **Key Objectives for 2023:**

- Provide the Clerk of the Circuit Court with reasonable assurance that assets are safeguarded against loss from unauthorized use and that all transactions are properly recorded in accordance with generally accepted accounting principles.
- Continue to develop and cross train the employees within the department for additional knowledge base.
- 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.
- 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 for Fiscal Year 2023:**

- Maintain excellence in financial reporting.
- Maintain 100% on time reporting to all required agencies.
- Formalize approach to staff training for legacy purposes.
- Enhance revenue processing through technology.
- Receive annual GFOA Budget award.

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## RECORDING AND CLERKS ACCOUNTING – RECORDS MANAGEMENT

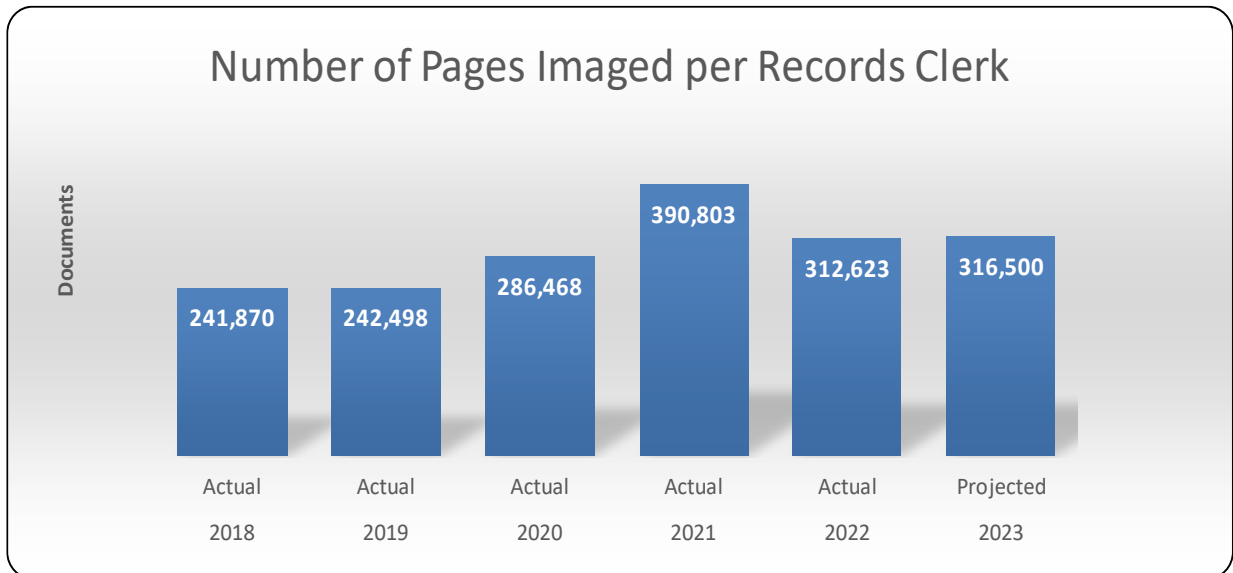
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The Clerk’s Records Management provides a systematic approach to controlling all phases of records retention. The department continues to reduce the proliferation of paper providing efficient access to needed information, proper disposal of obsolete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

**Major Accomplishments Fiscal Year 2022:**

- Helped recording with organizing files in the warehouse and prepping them to be digitized.
- Maintained a master inventory list to improve and increase efficiency.
- Continued to assist court departments in scanning older files to the court management system.
- Increased the number of documents employees imaged.
- Disposed of records that exceeded retention per Florida Division of Library and Information Services schedule.

**Efficiency:**



The number of pages imaged per records clerk increased from 2020 to 2021 due to the influx of documents during the COVID pandemic. 2021 was a year into the pandemic and citizens were starting to get married, buy property, and travel as restrictions changed. The decrease since 2021 has come from stabilization due to the COVID pandemic occurring for multiple years. The number of pages imaged has decreased but are still elevated compared to pre-pandemic levels.

**RECORDING AND RECORDS MANAGEMENT – RECORDS MANAGEMENT**

*Clerk of the Circuit Court  
General Fund  
Accounting, Recording and Satellites - Records Management*

Appropriation Unit	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual	FY 2023 Current	FY 2023 Expanded	FY 2023 Approved	Increase/ (Decrease)	Percent Change
<b>General Fund 011</b>								
Personnel Services	\$ 107,136	\$ 117,150	\$ 115,769	\$ 119,200	\$ -	\$ 119,200	\$ 2,050	1.75%
Operating Expenditures	17,249	48,000	45,365	38,000	-	38,000	(10,000)	(20.83%)
Capital Expenditures	-	-	-	-	-	-	-	0.00%
Total Appropriations	\$ 124,385	\$ 165,150	\$ 161,134	\$ 157,200	\$ -	\$ 157,200	\$ (7,950)	(4.81%)
Permanent Positions	1.60	1.60	1.60	1.60	-	1.60	-	0.00%
<b>Court Services Fund 013</b>								
Personnel Services	\$ 26,784	\$ 30,200	\$ 28,917	\$ 27,200	\$ -	\$ 27,200	\$ (3,000)	(9.93%)
Operating Expenditures	499	800	555	8,900	-	8,900	8,100	1012.50%
Capital Expenditures	-	-	-	-	-	-	-	0.00%
Total Appropriations	\$ 27,283	\$ 31,000	\$ 29,472	\$ 36,100	\$ -	\$ 36,100	\$ 5,100	16.45%
Permanent Positions	0.40	0.40	0.40	0.40	-	0.40	-	0.00%
<b>Total All Funding Sources</b>								
Personnel Services	\$ 133,920	\$ 147,350	\$ 144,686	\$ 146,400	\$ -	\$ 146,400	\$ (950)	(0.64%)
Operating Expenditures	17,748	48,800	45,920	46,900	-	46,900	(1,900)	(3.89%)
Capital Expenditures	-	-	-	-	-	-	-	0.00%
Total Appropriations	\$ 151,668	\$ 196,150	\$ 190,606	\$ 193,300	\$ -	\$ 193,300	\$ (2,850)	(1.45%)
Permanent Positions	2.00	2.00	2.00	2.00	-	2.00	-	0.00%

**Budget Highlights:**

Actual FY 2022:

- Total expenditures are \$5,544 or 2.83 percent below the FY 2022 budget due to a decrease in operating costs.

Current FY 2023:

- The cost for current services decreased by \$2,850 or 1.45 percent when compared to FY 2022 budget. This is due to the decrease in operating costs.

Expanded FY 2023:

- There are no expanded positions or services included in the FY 2023 budget.

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## RECORDING AND RECORDS MANAGEMENT – RECORDS MANAGEMENT OBJECTIVES AND GOALS

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### **Key Objectives for 2023:**

- 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.
- Continue to condense and organize the warehouse environment with the digitization of records.
- Continue to remove expunged/sealed records on microfilm.
- Fulfill request to retrieve and deliver stored records to various clerk departments within 30 minutes. 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.
- Assist staff as needed for moving moderately heavy boxes and equipment.

### **Major Goals for Fiscal Year 2023:**

- Manage and control records throughout their life cycle, from creation, utilization, maintenance, retention, preservation and disposal of records. With increased implementation of electronic filing and digital storage, less paper records are being created, gradually reducing space occupied by paper records.
- Digitize all Recording records (1923-2023) for additional public accessibility and convenience.
- Sustain a highly organized, efficient storage/retrieval and microfilm/digital processing division for non-digitized Collier County Clerk to the Board's records, financial records, court records, official records and historical public records.
- Implement records management software to help with improved compliance for Public Records retention and access.



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## RECORDING AND CLERKS ACCOUNTING – SATELLITES

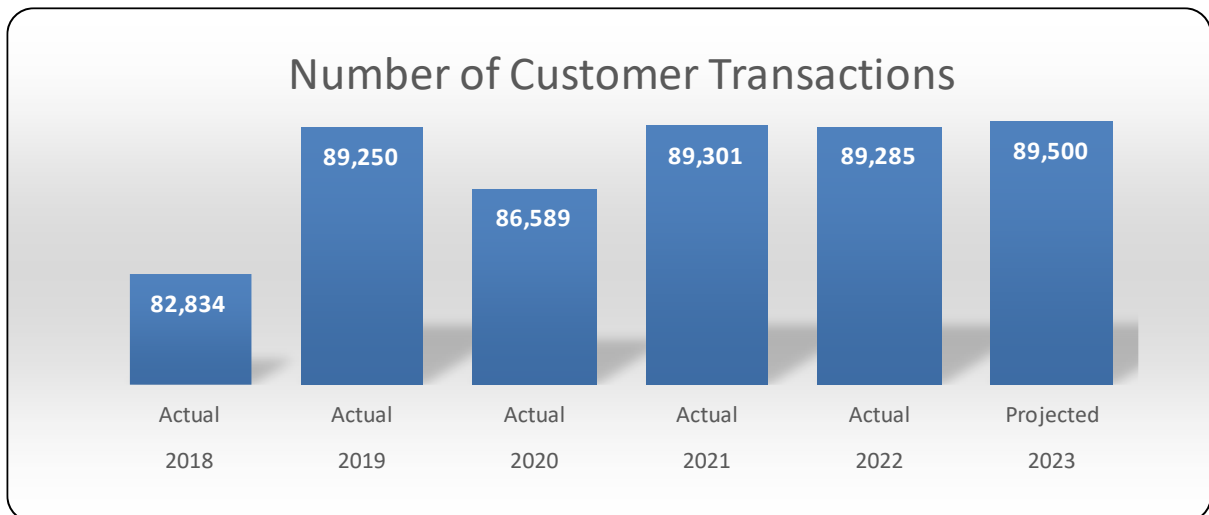
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Collier County is the largest county in Florida at 2,025 square miles. The Satellite offices provide the citizens of Collier County an alternative to traveling to the Courthouse. The Clerk of Courts has nine satellite offices (with one location staffed 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 2022:

- Successfully opened two additional satellite locations at Heritage Bay and on Marco Island.
- Successfully completed all Federal compliance reviews at each satellite location for passport procedures.
- Enhanced abilities of stand-alone kiosks to search court records (including images), view foreclosures, verify driver's license, complete an application for a marriage license, search official records and search tax deed information.

### Workload:



Customer transactions were limited in 2020 due to the COVID-19 pandemic before growing again in 2021. 2023 number of transactions are on par with pre pandemic levels.



**RECORDING AND CLERKS ACCOUNTING – SATELLITES**

*Clerk of the Circuit Court  
General Fund  
Accounting, Recording and Satellites - Satellites*

Appropriation Unit	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual	FY 2023 Current	FY 2023 Expanded	FY 2023 Approved	Increase/ (Decrease)	Percent Change
<b>General Fund 011</b>								
Personnel Services	\$ 309,045	\$ 394,650	\$ 392,922	\$ 432,700	\$ -	\$ 432,700	\$ 38,050	9.64%
Operating Expenditures	85,905	123,600	121,698	79,400	-	79,400	(44,200)	(35.76%)
Capital Expenditures	-	-	-	-	-	-	-	0.00%
Total Appropriations	\$ 394,950	\$ 518,250	\$ 514,620	\$ 512,100	\$ -	\$ 512,100	\$ (6,150)	(1.19%)
Permanent Positions	6.00	6.00	6.00	6.00	-	6.00	-	0.00%
<b>Court Services Fund 013</b>								
Personnel Services	\$ 171,318	\$ 262,400	\$ 261,425	\$ 270,400	\$ -	\$ 270,400	\$ 8,000	3.05%
Operating Expenditures	3,716	4,400	3,898	3,000	-	3,000	(1,400)	(31.82%)
Capital Expenditures	-	-	-	-	-	-	-	0.00%
Total Appropriations	\$ 175,034	\$ 266,800	\$ 265,323	\$ 273,400	\$ -	\$ 273,400	\$ 6,600	2.47%
Permanent Positions	4.00	4.00	4.00	4.00	-	4.00	-	0.00%
Personnel Services	\$ 480,363	\$ 657,050	\$ 654,347	\$ 703,100	\$ -	\$ 703,100	\$ 46,050	7.01%
Operating Expenditures	89,621	128,000	125,596	82,400	-	82,400	(45,600)	(35.63%)
Capital Expenditures	-	-	-	-	-	-	-	0.00%
Total Appropriations	\$ 569,984	\$ 785,050	\$ 779,943	\$ 785,500	\$ -	\$ 785,500	\$ 450	0.06%
Permanent Positions	10.00	10.00	10.00	10.00	-	10.00	-	0.00%

**Budget Highlights:**

Actual FY 2022:

- Total expenditures are \$5,107 or .65 percent less than the FY 2021 budget.

Current FY 2023:

- The cost for current services increased by \$450.00 or .06 percent when compared to the prior budget due to the full year expenses of the satellite clerks hired in the previous cycle and the cost-of-living adjustments.

Expanded FY 2023:

- There are no expanded positions included in the FY 2023 budget.

## RECORDING AND CLERKS ACCOUNTING – SATELLITE OBJECTIVES AND GOALS

### **Key Objectives for 2023:**

- Providing excellent customer service throughout the county to best serve our citizens.
- Successful conversion of additional court information management system modules including cross training of employees on new systems.
- Update initial training program to create knowledge check points to enhance the capabilities at the satellite locations.
- Set at least two training sessions to help continuing development for current clerks.
- Streamline communication and mentorship to ensure continued support for additional training and onboarding.

### **Major Goals for Fiscal Year 2023:**

- Train every satellite clerk to have the ability to provide full recording services at all locations.
- Achieve 100% compliance in audits.
- Develop spaces at each satellite location to provide educational materials about clerk resources to the citizens.
- Ensure efficient document processing by introducing e-recording at the satellite locations.
- Utilize reporting with new technology to reduce wait time by 5%.
- Maintain adequate customer service in current economic market using enhanced technology, including customer self-service kiosks.

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**CLERK INFORMATION TECHNOLOGIES**

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**Clerk Information  
Technologies**

**30.00 FTE**

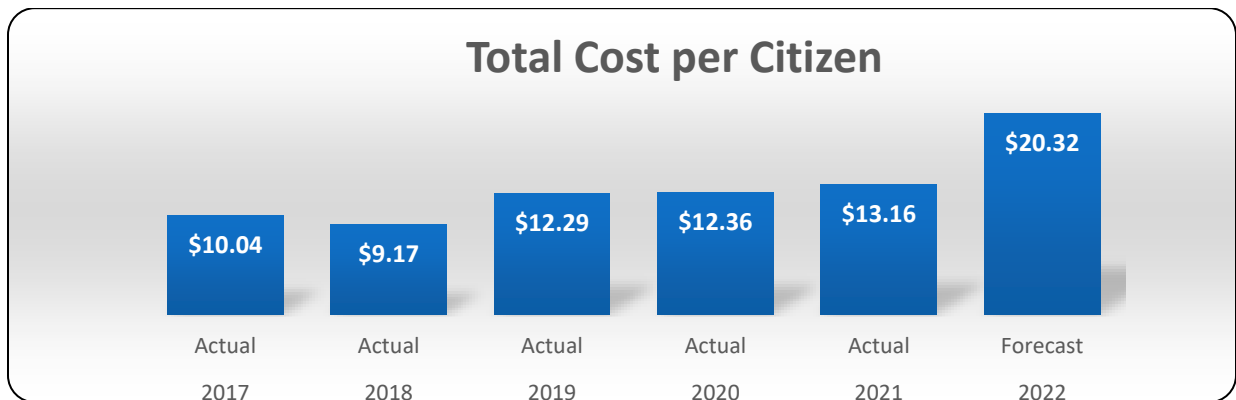
## CLERK INFORMATION TECHNOLOGIES

Clerk Information Technologies (CIT) 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 2022:

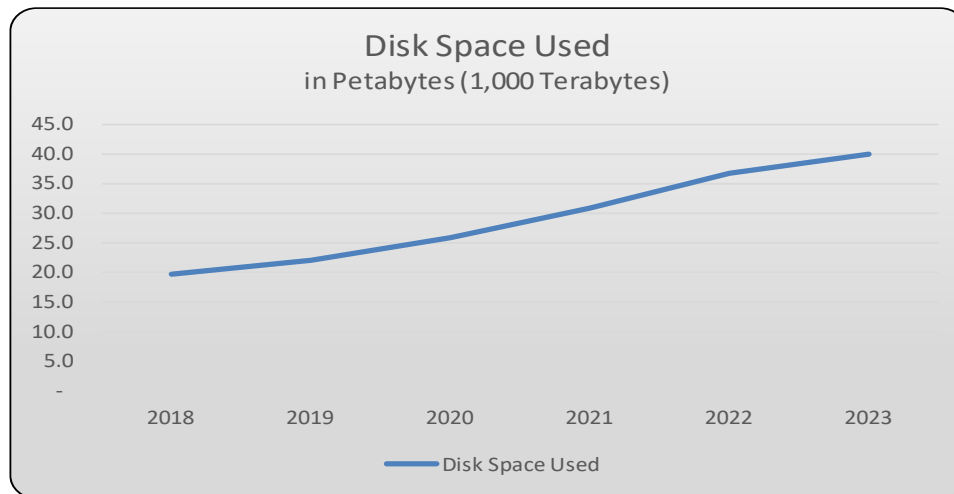
- Upgraded storage capacity which generate more bandwidth to assist with the digitization and back scanning projects.
- Successfully launched technology and opened the Marco Island and Heritage Bay locations.
- Developed cybersecurity enhancements to continue to effectively protect agency and community information.
- Finished building the necessary servers and tested them to ensure an effective SAP conversion in 2023.

### Workload:



The total cost of per citizen continues to rise with the increased cost to maintain and enhance current security systems to keep the agency and public information secure from outside threats.

### Workload:



With additional automated systems being added annually, the storage demands are increasing dramatically.

## CLERK INFORMATION TECHNOLOGIES

*Clerk of the Circuit Court  
General Fund  
Clerk Information Technology (including Trust Funds)*

Appropriation Unit	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual	FY 2023 Current	FY 2023 Expanded	FY 2023 Approved	Increase/ (Decrease)	Percent Change
<b>General Fund 011</b>								
Personnel Services	\$ 2,042,326	\$ 2,199,000	\$ 2,196,808	\$ 2,373,000	\$ -	\$ 2,373,000	\$ 174,000	7.91%
Operating Expenditures	2,131,668	2,222,750	2,216,642	1,874,800	275,200	2,150,000	(72,750)	(3.27%)
Capital Expenditures	534,147	23,000	22,756	58,700	-	58,700	35,700	155.22%
Reserves	-	-	-	-	-	-	-	0.00%
<b>Total Appropriations</b>	<b>\$ 4,708,141</b>	<b>\$ 4,444,750</b>	<b>\$ 4,436,206</b>	<b>\$ 4,306,500</b>	<b>\$ 275,200</b>	<b>\$ 4,581,700</b>	<b>\$ 136,950</b>	<b>3.08%</b>
Permanent Positions	17.00	16.50	19.50	19.50	-	19.50	-	0.00%
<b>Court Technology Fund 177</b>								
Personnel Services	\$ 373,871	\$ 1,146,400	\$ 59,380	\$ 1,283,000	\$ -	\$ 1,283,000	\$ 136,600	11.92%
Operating Expenditures	-	94,700	-	2,700	-	2,700	(92,000)	(97.15%)
Capital Expenditures	-	75,000	-	-	-	-	(75,000)	(100.00%)
Reserves	-	3,362,779	-	2,719,848	-	2,719,848	(642,931)	(19.12%)
<b>Total Appropriations</b>	<b>\$ 373,871</b>	<b>\$ 4,678,879</b>	<b>\$ 59,380</b>	<b>\$ 4,005,548</b>	<b>\$ -</b>	<b>\$ 4,005,548</b>	<b>\$ (673,331)</b>	<b>(14.39%)</b>
Permanent Positions	13.00	13.50	10.50	10.50	-	10.50	-	0.00%
<b>Public Records Modernization Fund 197</b>								
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Operating Expenditures	-	2,425,500	96,329	1,651,200	510,000	2,161,200	(264,300)	(10.90%)
Capital Expenditures	-	54,300	-	313,900	929,174	1,243,074	1,188,774	2189.27%
Reserves	-	1,023,105	-	-	-	-	(1,023,105)	(100.00%)
<b>Total Appropriations</b>	<b>\$ -</b>	<b>\$ 3,502,905</b>	<b>\$ 96,329</b>	<b>\$ 1,965,100</b>	<b>\$ 1,439,174</b>	<b>\$ 3,404,274</b>	<b>\$ (98,631)</b>	<b>(2.82%)</b>
Permanent Positions	-	-	-	-	-	-	-	0.00%

### Budget Highlights:

**Actual FY 2022:**

- Total expenditures are \$8,034,619 or approximately 63.63 percent less than budgeted (excluding reserves). This is primarily due to reduced operating and capital expenditures via the postponement of the recording software in the non-court area. The CIT department is partially funded by the Court Technology Fund 177 and the Public Records Modernization Fund 197 as set forth in *Florida Statutes*.

**Current FY 2023:**

- The FY 2023 budget was decreased \$635,7012 or 5.03 percent due to the use of reserves in the records modernization funds.

**Expanded FY 2023:**

- There are no expanded positions included in the FY 2023 budget.

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## CLERK INFORMATION TECHNOLOGIES GOALS AND OBJECTIVES

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### **Key Objectives for 2023:**

- Keep all software (system and application) current and updated to minimize possibilities for security risks.
- Comply with Cybersecurity requirements set forth in FL House Bill 7055. The bill requires local government entities to adopt cybersecurity standards that safeguard data, information technology, and information technology resources.
- 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.
- Continue to enhance infrastructure at the ESC (emergency services center) to ensure data and system redundancy to ensure business continuity in the event of a disaster.

### **Major Goals for Fiscal Year 2023:**

- Consistently achieve no less than 99% uptime (for systems under our control) in any 10-to-12-week period of the year.
- Implementation of the HR Time & Attendance in SAP during budget year 2023-24.
- Maintain and update Disaster Recovery site in order to ensure business continuity and compliance with Supreme Court guidelines.
- Minimize downtime from controllable or reasonably foreseeable system events.
- Keep staff technology knowledge current to ensure future progression.
- Focus on priorities that align with those of management and our user community.
- Maximize automation to create efficiencies.
- Ensure evolution of business continuity plans.

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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.

The Public Records Modernization Fund provides funding to the Clerk of Courts to purchase new or upgraded equipment to enhance productivity or improve the level of services provided by the Clerk's Office.

The Fund was established pursuant to Chapter 28.24, *Florida Statutes*. This statute requires that an additional service charge be paid to the Clerk for deposit into the Fund for each instrument recorded in the official records with \$1 for the first page and \$.50 for each additional page. These funds can only be used for equipment, training, and associated services as provided by the statute.

### **Major Accomplishments Fiscal Year 2022:**

- 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 and journal entry workflow system within SAP.
- The items mentioned above were the operating and capital portions only of the projects.

### **Major Goals for Fiscal Year 2023:**

- 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 Clerks Information and Technology department related to Public Records Modernization.
- Upgrade the Clerks Official Records software with enhanced online capabilities.
- Enhance a secure system on progressing security standards.

### **Budget Highlights:**

The FY 2023 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. Allowable expenditures previously paid in the Court Technology Fund are now funded through Public Records Modernization to aid in the long-term sustainability of both funds.



**PUBLIC RECORDS MODERNIZATION – FUND 197**

*Clerk of the Circuit Court  
Public Records Modernization Special Revenue Fund  
Fund 197*

<b>Appropriation Unit</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Budget</b>	<b>FY 2022 Actual</b>	<b>FY 2023 Current</b>	<b>FY 2023 Expanded</b>	<b>FY 2023 Approved</b>	<b>Increase/ (Decrease)</b>	<b>Percent Change</b>
<i>Revenues</i>								
Recording Fee	\$ 468,982	\$ 400,000	\$ 371,816	\$ 435,000	\$ -	\$ 435,000	\$ 35,000	8.75%
Interest	6,399	6,000	25,031	8,100	-	8,100	2,100	35.00%
Revenue Reserve	-	(20,300)	-	(22,200)	-	(22,200)	(1,900)	9.36%
<b>Total Revenues</b>	<b>475,381</b>	<b>385,700</b>	<b>396,847</b>	<b>420,900</b>	<b>-</b>	<b>420,900</b>	<b>35,200</b>	<b>9.13%</b>
Carry forward	-	3,117,205	-	2,983,374	-	2,983,374	(133,831)	(4.29%)
<b>Total</b>	<b>\$ 475,381</b>	<b>\$ 3,502,905</b>	<b>\$ 396,847</b>	<b>\$ 3,404,274</b>	<b>\$ -</b>	<b>\$ 3,404,274</b>	<b>\$ (98,631)</b>	<b>(2.82%)</b>
<i>Expenditures</i>								
Operating Expenditures	\$ -	\$ 2,425,500	\$ 96,329	\$ 1,651,200	\$ 510,000	\$ 2,161,200	\$ (264,300)	(10.90%)
Capital Expenditures	-	54,300	-	313,900	929,174	1,243,074	1,188,774	2189.27%
<b>Total Expenditures</b>	<b>-</b>	<b>2,479,800</b>	<b>96,329</b>	<b>1,965,100</b>	<b>1,439,174</b>	<b>3,404,274</b>	<b>924,474</b>	<b>37.28%</b>
Reserve for Contingency	-	1,023,105	-	-	-	-	(1,023,105)	(100.00%)
<b>Total</b>	<b>\$ -</b>	<b>\$ 3,502,905</b>	<b>\$ 96,329</b>	<b>\$ 1,965,100</b>	<b>\$ 1,439,174</b>	<b>\$ 3,404,274</b>	<b>\$ (98,631)</b>	<b>(2.82%)</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 2023.

Note: Fund 197 current revenues are enough to fund current operations. The fund balance will be sufficient to fund costs through FY 2025; 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. Expenditures in this fund are increasing as we try to preserve both the Public Records Modernization and Court Technology Funds long-term. Eligible operating and capital expenditures previously paid in the Court Technology Fund are being expensed in Public Records Modernization.

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

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## SPECIAL REVENUES – COURTS INFORMATION TECHNOLOGY

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Courts Information and Technology, Fund 177, provides personnel, equipment, training, and support to the information technology needs of the court system to ensure an effective means of maintaining court data. Fund 177 is similar in structure to Fund 197 but allows the payment of salaries in the fund. Fund 177, however is restricted to court related expenditures only. 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 Accomplishments Fiscal Year 2022:**

- Funded personnel, operating and capital expenses in the CIT department.
- Upgraded several court-related systems.

### **Major Goals Fiscal Year 2023:**

- Continue upgrades of the Courts System modules including the new jury system.
- Ensure that all data processing staff are properly trained and certified.
- Enhance a secure system on progressing security standards.

### **Budget Highlights:**

The FY 2023 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**

*Clerk of the Circuit Court  
Courts Information Technology Special Revenue Fund  
Fund 177*

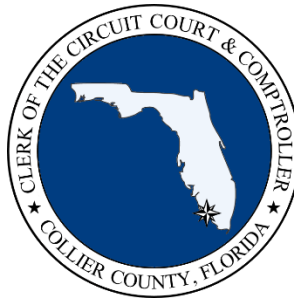
<b>Appropriation Unit</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Budget</b>	<b>FY 2022 Actual</b>	<b>FY 2023 Current</b>	<b>FY 2023 Expanded</b>	<b>FY 2023 Approved</b>	<b>Increase/ (Decrease)</b>	<b>Percent Change</b>
<i>Revenues</i>								
Recording Fee	\$ 1,417,685	\$ 1,100,000	\$ 1,105,827	\$ 1,375,000	\$ -	\$ 1,375,000	\$ 275,000	25.00%
Interest	5,938	6,000	30,320	9,100	-	9,100	3,100	51.67%
Revenue Reserve	-	(55,300)	-	(69,200)	-	(69,200)	(13,900)	25.14%
<b>Total Revenues</b>	<b>1,423,623</b>	<b>1,050,700</b>	<b>1,136,147</b>	<b>1,314,900</b>	<b>-</b>	<b>1,314,900</b>	<b>264,200</b>	<b>25.15%</b>
Carry forward	-	3,628,179	-	2,690,648	-	2,690,648	(937,531)	(25.84%)
<b>Total</b>	<b>\$ 1,423,623</b>	<b>\$ 4,678,879</b>	<b>\$ 1,136,147</b>	<b>\$ 4,005,548</b>	<b>\$ -</b>	<b>\$ 4,005,548</b>	<b>\$ (673,331)</b>	<b>(14.39%)</b>
<i>Expenditures</i>								
Personnel Services	\$ 373,871	\$ 1,146,400	\$ 59,380	\$ 1,283,000	\$ -	\$ 1,283,000	\$ 136,600	11.92%
Operating Expenditures	-	94,700	-	2,700	-	2,700	(92,000)	(97.15%)
Capital Expenditures	-	75,000	-	-	-	-	(75,000)	(100.00%)
<b>Total Expenditures</b>	<b>373,871</b>	<b>1,316,100</b>	<b>59,380</b>	<b>1,285,700</b>	<b>-</b>	<b>1,285,700</b>	<b>(30,400)</b>	<b>(2.31%)</b>
Reserve for Contingency	-	3,362,779	-	2,719,848	-	2,719,848	(642,931)	(19.12%)
<b>Total</b>	<b>\$ 373,871</b>	<b>\$ 4,678,879</b>	<b>\$ 59,380</b>	<b>\$ 4,005,548</b>	<b>\$ -</b>	<b>\$ 4,005,548</b>	<b>\$ (673,331)</b>	<b>(14.39%)</b>
<b>Permanent Positions*</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>	<b>11.00</b>	<b>-</b>	<b>10.50</b>	<b>-</b>	<b>0.00%</b>

*\*Included in CIT department*

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

Note: Fund 177 current revenues are enough to fund current operations. The fund balance will be sufficient to fund costs through FY 2025. However, the long-term sustainability of modernization efforts will be significantly impacted when the fund balance is depleted. In June 2017 the Florida Legislature, to provide additional funding for the courts, redirected the 10% of criminal and traffic fines back to the court service fund. Thus, effectively reducing the funding by approximately 25%. 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 BCC, services will be impacted. Reserves continue to be depleted for ongoing costs of the CIT 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.

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

**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.

**Audit** – An official inspection of an individual's or organization's accounts, typically by an independent body.

**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.

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

**Budget** – A financial plan for the operation of a program or organization for a specified period (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.

**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 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

**CIT** – Clerks Information Technologies (formerly MIS Management Information Systems)

**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.

**Depreciation** – An accounting method of allocating the cost of a tangible or physical asset over its useful life or life expectancy.

**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.

**FCCC** – Florida Court Clerks & Comptrollers

**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 Equivalents)** – 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.

**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.

**Special Revenue Fund** – Used to account for the proceeds of specific revenues that are restricted to expenditures for specified purposes.

**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 her 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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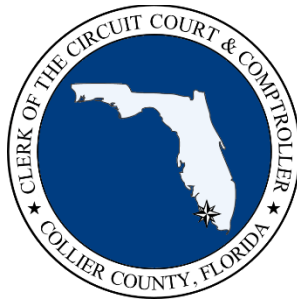
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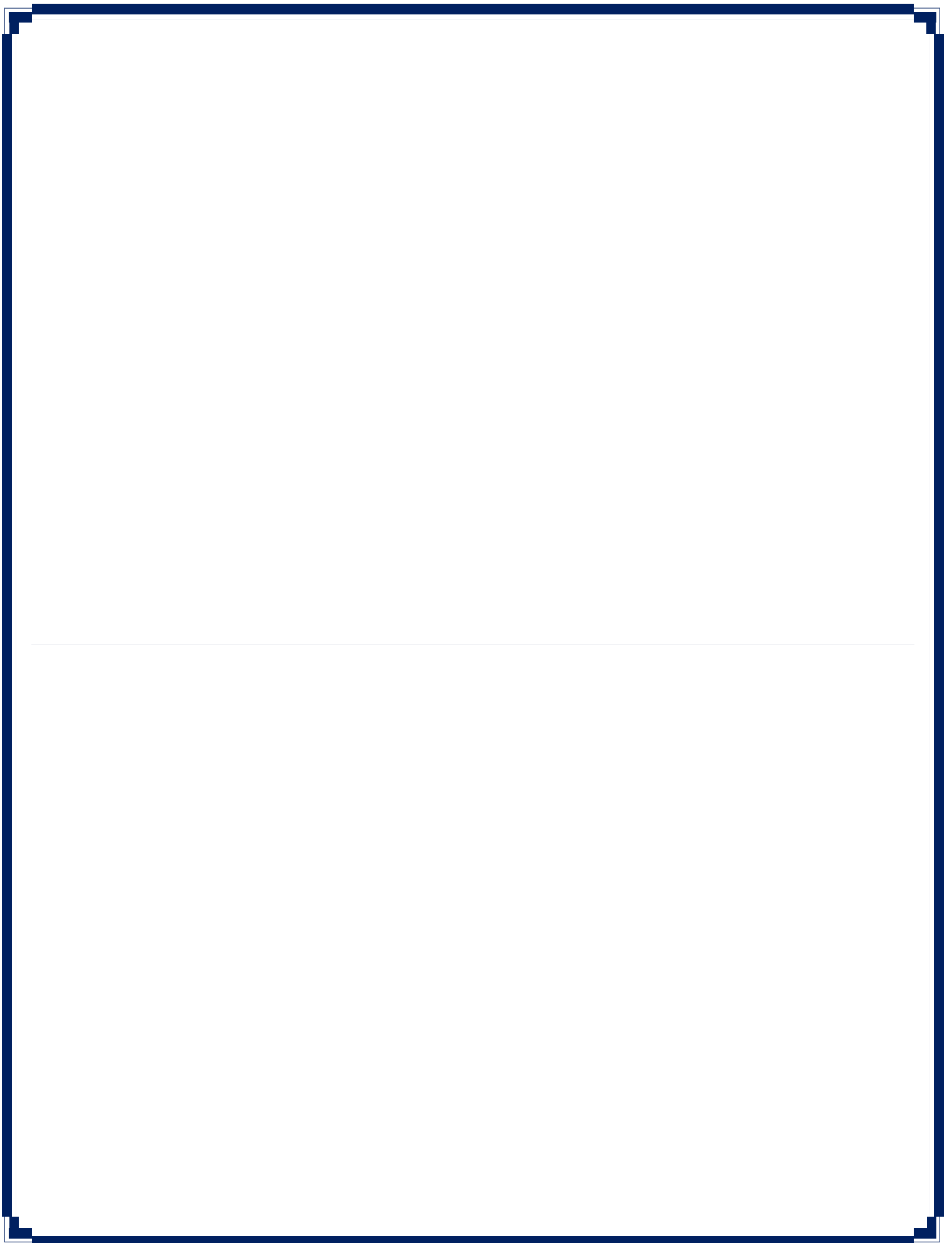
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# Clerk of Court Locations



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



**Immokalee Satellite**  
106 South First Street  
Immokalee, Florida 34142  
239-252-2909



**North Collier Government  
Services Center**  
2335 Orange Blossom Dr North  
Naples, Florida 34109  
239-252-5477 or 239-252-5412



**Airport Road DMV Satellite**  
725 Airport Road South  
Naples, Florida 34104  
239-252-2733 or 239-252-2941



**Eagle Creek Satellite**  
6654 Collier Blvd. #101  
Naples, Florida 34114  
239-252-2654



**Golden Gate Satellite**  
4715 Golden Gate Parkway  
Naples, Florida 34116  
239-252-2750 or 239-252-2760



**Heritage Bay**  
15450 Collier Blvd.  
Naples, Florida 34120  
239-252-1607



**Marco Island**  
50 Bald Eagle Dr.  
Marco Island, Florida 34145  
239-252-2061