

Hillsborough County, Florida Clerk of Circuit Court / Comptroller



**Annual Budget
October 1, 2018—September 30, 2019**



March 19, 2019



I am pleased to present the budget for the Hillsborough County Clerk of the Circuit Court/Comptroller for Fiscal Year (FY) 2019.

To put this budget in context, it is important to understand the roles and responsibilities of this Office. The Clerk of the Circuit Court/Comptroller (Clerk) is a ministerial officer whose authority and responsibilities are derived from both the Constitution of the State of Florida (State) and statutory provisions. Accordingly, the Clerk only provides services or programs that have been specifically assigned by law, order of the Chief Judge, or the Hillsborough County

Board of County Commissioners (Board). As such, the Clerk is not able to eliminate a service or activity without direction from the Florida Legislature, the Chief Judge, or the Board.

As an independently elected official, the Clerk serves as Clerk to the Courts and Comptroller to Hillsborough County. The Clerk's primary responsibilities are outlined in Articles V and VIII of the State Constitution. These duties are very complex and diverse. These constitutional and statutory responsibilities can be grouped into the following major functions:

- **Clerk of the Circuit and County Court**
- **Chief Financial Officer including Ex Officio Clerk to the Board**
- **County Auditor**
- **County Recorder**
- **Support Services**

While each major function is unique, each function shares a common responsibility for the custodianship of public records (e.g. court case records, Board records, financial records, and official records).

Clerk of the Circuit and County Court

As Clerk to the Courts, the office is ministerial and includes no judicial authority except that which it may receive through constitutional or legislative grant. The Clerk has neither the judicial duty nor the judicial power to decide the sufficiency of a complaint. The Clerk is required to accept the complaint as tendered, provided it is accompanied by a proper fee. The Clerk must keep all papers, exhibits, evidence, and any other records of the court pursuant to statutes or rules. These records shall be available to the court and to the public with the exceptions stated in Florida Statute (F.S.) 119. The Clerk must keep a progress docket, which contains notes of the filing of each pleading, motion, other paper, and any step taken in connection with each action, appeal, or other proceeding before the court.

The Courts function is comprised of several departments, whose primary function is to manage the flow of information through the court system. The receipt, filing, and dissemination of cases to many agencies and parties to cases, the processing and reporting of case dispositions, and the collection of fines and court fees are all handled by Clerk court departments. Additionally, the Clerk provides a wide range of services, which include processing traffic citation payments, collecting child support payments and remitting to the State Disbursement Unit for disbursements, and filing domestic violence injunctions. The Clerk is a vital part of the local court system, responsible for coordinating jurors, swearing in court witnesses, and recording and protecting evidence during a trial. Most of the monies collected are forwarded to the State to fund many State activities ranging from the State court system to various educational programs and trust funds.

The Clerk's budget associated with court-related functions is prepared each fiscal year running from October 1st to September 30th. For the FY 2019 year, the budget is reviewed and approved by the Clerk of Courts Operations Corporation (CCOC). By law, the Board is responsible for funding communication services, multi-agency criminal justice information systems, and the construction, lease, maintenance, utilities, and security of facilities for the circuit and county courts, Public Defender, State Attorney, and Clerk. In addition, the Board is responsible for funding any local court-related programs.

The Court departments docket 8.3 million events a year, file 305,000 new court cases, reopen 64,000 cases, handle 1,800 Notices of Appeal and serve 300,000 customers in person. In addition, Jury Services issues 91,000 jury summonses.

The **Tax Deed Department** is an integral part of the Clerk's Court organization. It is responsible for advertising, notifying, scheduling, and holding auctions of real property that meet the criteria to be sold for delinquent taxes. Once the property is sold and there are surplus monies after the taxes and after applicants have been paid, the Tax Deed Department notifies the property owner(s), lien holder(s), and interested parties of the surplus funds (overbid) to which they may be entitled. Auctions are held online weekly. The Tax Deed Department processes 780 tax certificates a year and conducts 255 property sales.

Chief Financial Officer Including Ex Officio Clerk to the Board

The Clerk is the Chief Financial Officer of Hillsborough County. Although this role primarily covers acting as ex officio Clerk to the Board of County Commissioners, it also includes preparing the entire County's Comprehensive Annual Financial Report, financial reporting to the state of Florida Department of Financial Services and Auditor General per F.S. 218.32 and 218.39, and coordinating the annual County audit by the County's independent Certified Public Accountants in accordance with F.S. 11.45. As ex officio Clerk to the Board, the Clerk has the statutory duty to keep the records and minutes of the Board of County Commissioners per F.S. 28.12. In this capacity, the Clerk is custodian of the Board seal, which is affixed to any paper or instrument when it is proper and necessary. The Clerk, under Article V of the State Constitution, functions as county auditor and custodian of all Board funds. Thus, the Clerk has all the duties that comprise the treasury function including: receiving and depositing all funds of the Board per

F.S. 136.03, investing excess Board funds per F.S. 28.33, and keeping an accurate and complete set of books per F.S. 136.05.

The Clerk possesses significant responsibilities in the area of disbursing Board funds. The Clerk is personally responsible for ensuring that every transaction that results in an expenditure of funds is legal in every respect. Where this becomes most important is in the expenditure of funds designated for specific purposes, such as proceeds from bond issues, grants, and tax revenues for specified programs. These expenditures often involve vague areas that may not be clearly defined by statute or agreement, thus necessitating the pre-audit of all invoices prior to payment and the payment only on warrants/checks drawn on Board depositories signed by the Chairman of the Board and attested by the Clerk.

The roles and responsibilities as ex officio Clerk to the Board are fulfilled by the County Finance, Payroll, BOCC Records, VAB (Value Adjustment Board), Enterprise Solutions and Support, and Board Support Services Departments.

The **County Finance Department** is responsible for the delivery of most functions associated with the Clerk's responsibilities as ex officio accountant to the Board and custodian of all Board funds. This includes Accounts Payable, Accounts Receivable, Treasury, Investments, Financial Reporting and other accounting functions for the Board, as well as other agencies such as the Supervisor of Elections, Hillsborough County City-County Planning Commission, Environmental Protection Commission, Civil Service Board, and Public Transportation Commission. It also includes County funding of the 13th Judicial Circuit Court, State Attorney, and Public Defender. County Finance operates in a nearly paperless environment through utilization of imaging and workflow software to electronically move invoices, receipts, and supporting documents throughout the Clerk and Board offices.

The **Accounts Payable** function is responsible for pre-auditing all payment requests made by vendors providing goods and services to these agencies, paying vendor invoices, tracking payments according to the agency's contracts, withholding and balancing contract retainage, and reconciling vendor statements to invoices paid. Invoices are monitored for accuracy and compliance with contracts, Board ordinances and policies, administrative directives, Florida statutes, and federal law. The Accounts Payable function also handles various financial and tax reporting required by federal and State law related to vendor/contractor payments (i.e. Internal Revenue Service 1099 forms).

The Clerk's Office pays vendor invoices via check, automated clearing house (ACH), and wire transfer and encourages vendors to utilize ACH to avoid the issuance of paper checks, reducing the risk of fraud. To limit the Clerk's and Board's exposure to fraud, the Clerk utilizes the bank's positive pay program, where all checks presented for payment at the bank are verified for check number, check date, vendor name, and amount prior to the bank honoring the check.

Accounts Payable serves 12 County Agencies and pays approximately 175,000 invoices per year (including 39,400 purchasing card transactions) with 99% paid within 10 days of receipt.

The **Revenue and Treasury** function administers banking relationships for the Board and supported agencies. This function is also responsible for investing and managing the Board's investment portfolio;

auditing, recording and reconciling bank deposits; and managing the distribution of the Community Investment Tax and 9th Cent Fuel Tax to County municipalities.

The Revenue and Treasury function manages an approximate \$1.8 billion investment portfolio consisting of money market accounts, treasuries, agencies, commercial paper, corporate bonds, and the State's local government investment pool. This function also manages banking relationships related to the 14 bank accounts held on behalf of the Board and the supported agencies.

The **General Accounting/Financial Reporting** function provides the final check and balance for the financial information of the Board and supported agencies. It monitors the budget and financial transactions for accuracy and proper accounting treatment. In addition, this function records and tracks fixed assets inventory for the Board and all of the Constitutional Offices. Capital assets include assets such as land, buildings, equipment as well as infrastructure assets such as streets, sidewalks, and bridges.

The General Accounting function performs all accounting associated with 170 grants and capital projects. It also monitors budget and debt compliance including reporting any significant changes to the Board's financial ability to meet debt commitments to the Electronic Municipal Market Access (EMMA) portal and prepares the IRS arbitrage rebate calculations.

The Financial Reporting function prepares various reports, including those related to bond compliance; federal and state returns; audited financial statements; state financial reports; various interim financial reports; and various State and agency reports. Some of the major reports prepared by this function include:

- Comprehensive Annual Financial Report (CAFR)
- Federal and State Single Audit Reports
- Annual Local Government Financial Report to the Florida Chief Financial Officer
- All Inclusive Financial Report to the Florida Auditor General
- Financial Summary Report, an easy-to-read financial report for the public
- Statement of County-Funded Court-Related Functions
- State of Florida Solid Waste Management Facility Letter
- Public Depositor Annual Report
- Tourist Development Funds Quarterly Financial Reports
- State and Local Monthly Revenue Reports
- Abandoned Property Reports
- Sales Tax Reporting

In order to minimize the cost of printing and mailing statements, the County Finance Department utilizes electronic information sharing whenever possible. Reports (including the Board's CAFR) are published on the Clerk's website at www.hillsclerk.com. The Clerk's Office has received a *Certificate of Achievement for Excellence in Financial Reporting* for the past 36 consecutive years. This Certificate is presented by the Government Finance Association of the United States and Canada to government units and public employee retirement systems whose comprehensive annual financial reports achieve the highest standards in government accounting and financial reporting. The County Finance Department has also

received the GFOA's *Award for Outstanding Achievement in Popular Annual Financial Reporting* for its separately issued *Financial Summary Report* for the past 18 consecutive years. The Financial Summary Report is a simplified popular annual financial report specifically designed for the general public.

The **Payroll Department** handles the wage and salary records for employees of the following entities:

- Board of County Commissioner/County Administrator
- Clerk's Office
- Supervisor of Elections (including poll workers)
- County-funded portion of the Court Administration
- Public Transportation Commission
- Environmental Protection Commission
- County Attorney
- Hillsborough County City-County Planning Commission
- Victim's Assistance
- Civil Service Board.

The Payroll Department also supports payroll-related provisions of three collective bargaining agreements:

- AFSCME (American Federation of State, County and Municipal Employees)
- EMPACCT (Emergency Medical Personnel and Critical Care Technicians)
- IAFF (International Association of Fire Fighters)

The Payroll Department is responsible for paying all wages, overseeing voluntary and involuntary deductions for three individual tax entities (companies), and filing all financial and tax reports required by federal and State law. Payroll also manages Florida Retirement System reporting and payment of the monthly retirement expenses.

The Payroll Department pays approximately 6,000 employees every two weeks, representing over \$300 million in gross wages. The department issues 159,300 checks or direct deposits per year.

The **BOCC (Board) Records/VAB (Value Adjustment Board) Department** fulfills the requirements for the ex officio Clerk to the Board and provides Board meeting minutes in accordance with 28.12 F.S. and the custodial requirements and preservation of Board records in conjunction with F.S. 119.021. This Department is also responsible for maintaining a permanent file of all documents presented to the Board during its meetings. Documents that are presented to the Board, but not fully executed, are tracked until completed and signed by the Board Chairman. Minutes, with direct links to the audio portion of the meeting, are available online once approved by the Board. All Board documents are imaged and are fully searchable on the Clerk's website.

The BOCC Records/VAB Department, as ex officio Clerk to the VAB, provides the functions described in F.S. 192, 193, 194, 195, and 196 and Florida Administrative Code 12D-9, 12D-10, and 12D-16. The Department files, tracks, and archives VAB petitions for changes in appraisal value and exemption status.

Petitioners can file online or in the Clerk's VAB office. Petitions are scanned and provided electronically to the special magistrates and the Property Appraiser's Office for the hearing process. The Department schedules and records hearings and resulting decisions, distributes the results of the hearing to petitioners, and manages the VAB revenues and expenditures. The Value Adjustment Board accepts 3,200 VAB petitions a year, representing 3,900 parcels. They hold 1,100 hearings.

The **BOCC Support Services Department** provides administrative support to the Board on the second floor of the County Center. Services include receptionist; ordering office supplies; mail distribution; correspondence for the Board Chairman; the coordination of appointments to boards, councils, authorities, and commissions on which individual Commissioners sit or make appointments; managing the Board's master calendar; acting as payroll coordinator; coordinating financial disclosure and all activities surrounding the Board's Investiture Ceremony and Reception. The BOCC Support Services Department processes 300 applications for appointments to the 50 boards and councils as terms expire or positions become vacant and distributes 9,200 pieces of mail to the Commissioners.

The **Clerk's Accounting Department** provides services similar to those of County Finance except, rather than providing support to the Board, the Clerk's Accounting Department supports the office of the Clerk exclusively. Services provided include general accounting; financial statement preparation; disbursements associated with vendor/supplier invoices, court orders, jurors, witnesses, tax deeds, and overpayment refunds; cash receipts and associated distribution to appropriate State and local agencies and trust funds; and treasury functions associated with investments, bank reconciliations, and accounting of the court registry.

The Clerk's Accounting Department reconciles 4,600 deposits a year, processes 13,000 vendor invoices and court orders for payment, and pays 13,500 jurors & witnesses.

County Auditor

The **County Audit Department** serves the citizens and taxpayers of Hillsborough County. The Department provides independent, objective assurance and consulting activities designed to add value and improve the Clerk's and Board's operations. The Department helps these organizations accomplish their objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes under the Clerk and Board. The Department conducts performance, management, and compliance audits based on a risk assessment and workplan developed prior to the start of each fiscal year. The County Audit work plan is developed based on criteria suggested in the International Standards for the Professional Practice of Internal Auditing (Red Book Standards), as published by the Institute of Internal Auditors. Follow-up audits are performed 6 to 12 months after original audit reports are issued. The Department's goal is for management of the audited area to implement 80% of the audit recommendations prior to the follow-up date.

The County Audit Department issues 21 Audit Reports and 10 Management Assistance Letters per year.

County Recorder

The **Recording Department** records, indexes, and archives all documents that create the Official Records of Hillsborough County. Over 35 million documents have been recorded in the Official Records since 1965, with additional recorded documents extending to 1846. The Recording Department also collects money for documentary stamp taxes, intangible taxes, recording fees and other miscellaneous fees. They record 509,000 documents a year.

The Clerk acts as an agent for the State for issuing marriage licenses per F.S. 741. As a public service, the Deputy Clerk may also perform marriage ceremonies. The Recording Department issues nearly 11,000 marriage licenses each year.

The U.S. Department of State has authorized the Clerk to accept passport applications. The Clerk's Office cannot issue a U.S. passport. A passport can only be issued by the Department of State through regional passport offices. The Clerk's Office is a passport application acceptance facility. The Recording Department processes 10,600 passport applications a year.

Support Services

The **Information Technology Department** is responsible for all technology and telecommunication services within the Clerk's Office. The Clerk's Office processes large amounts of transactions (data and money) daily, handling them according to State statutes, local rules, court rules, and policies. As such, technology is at the core of the efficiencies and the productivity gains made by the Clerk's Office over the last decade, as well as an integral part of the major technology initiatives currently underway within the organization. Within the past six years, the Clerk's Office implemented major systems in the areas of courts (Tyler Odyssey), finance and accounting (Oracle ERP in conjunction with the Board and City of Tampa), a new tax deeds system, Enterprise Content Management throughout the organization, expansion of the document management and workflow functions in OnBase in other areas of the Clerk's Office and various Board departments, electronic filing of court documents (FCCC ePortal), redaction (Mentis), and an electronic courtroom for the judges (JAWS).

The Clerk's technology infrastructure and applications allow the public and other governmental agencies to access most of the Clerk's records any day, any time via the Clerk's website. Security protocols ensure that confidential information is viewable only by those with authorization. The Information and Technology Department manages over 400 million files equaling over 36 terabytes of information. Document images alone represent over 12 terabytes of storage.

The Clerk's website provides offsite access to several of its databases, such as official records, certain court records, Board minutes and associated records, internal audit reports, various financial and budget reports, State court performance measures, and an inventory of forms used throughout the Clerk's Office. In addition to providing transparency, the ability to access this information online provides convenience to the taxpayer.

The **Human Resources Department** is responsible for recruiting and retaining employees, developing employee policies, managing employee compensation and benefits, administering workers compensation claims, overseeing the disciplinary process, managing the onboarding process for new hires, ensuring the Clerk's Office is in compliance with all employer/labor laws and regulations, providing employee orientation and training, administering the annual open enrollment process for insurance benefits, providing retirement processing, and is an overall valuable resource to the Clerk's Office. The Human Resources Department continues to work toward a paperless environment through the use of OnBase imaging and workflow and the implementation of Oracle ERP - Human Capital Management. The Department is currently in the process of imaging and indexing current employee personnel files.

During a typical year, the Human Resources Department provides services to 686 funded positions, coordinates 102 recruitments, administers 25 onboarding meetings and 12 new hire group orientations, administers 14 pre-disciplinary hearings, completes 236 background checks, administers 380 leaves of absence (FMLA, medical and other), processes 115 separations and 46 retirement/DROP applications.

The **Mail Services Department** is responsible for the receipt and distribution of all letters and parcels for offices of the Board and Clerk. The Mail Services Department supports 225 locations around the County. They receive and distribute 926,000 pieces of mail, 7,300 boxes, 802,000 envelopes of inter-office mail, and 24,000 pieces of express/accountable mail. In addition, the Mail Services Department processes 1.5 million pieces of out-going mail representing \$840,000 in postage per year.

During FY 2019, Mail Services plans to start testing paperless mail delivery in certain locations, where incoming mail is scanned and delivered to recipients via OnBase rather than in person.

Funding Clerk Operations

Funding for the Clerk's Office is derived from three sources: Court-related fines & fees, the Board, and fees for services.

The State authorizes the Clerk to retain a portion of **Court-related fines & fees** for Circuit and County Court case maintenance, records management, court preparation and attendance, processing of appeals, jury services, and collection and distribution of fines, fees, services charges, and court costs. The amount of fines & fees the Clerk is authorized to retain is approved by the Florida Clerk of Courts Operations Corporation (CCOC).

The **Board** provides funding for the following: accountant to the Board (County Finance); minutes and the management of Board records (BOCC Records); VAB administration; statute-required funding for the courts; optional local court programs such as drug court, County Audit, Payroll, Systems Support, Information Technology; and a percentage of the Clerk's overhead. The Board is also required to provide resources in the form of office space, utilities, and security. The expenditures associated with these resources are budgeted in the Board's countywide general fund. The Board funded budget is based on an October 1st through September 30th fiscal year.

The Clerk's Office is permitted to collect fees for recording of documents in the official records of the County. The Clerk's Office also receives a commission for collecting document stamps and intangible taxes for the State, accepting marriage license applications and forwarding the licenses to the State Bureau of Vital Statistics, as well as acting as a passport agent on behalf of the United States State Department. These fees are used to offset the cost of providing these services to the public, as well as, the cost of other overhead support functions.

As with all Constitutional Officers at the end of each fiscal year, the Clerk returns to the Board any operating revenues not spent during the year. In the Clerk's Office, the amount referred to as excess fees, is a mixture of unspent Board funding and Clerk fees for services. Similarly, any excess court related fines & fees available on September 30th of each year are returned to the State Clerk of Courts Trust Fund.

I would like to take this opportunity to express my appreciation to my senior staff for their commitment to providing efficient and effective services to all of our stakeholders. I am committed to providing the highest level of service to the 13th Judicial Circuit, the Board, and the residents of Hillsborough County. Thank you for the opportunity to serve as your Clerk of the Circuit Court. I will do my best to meet the challenges of today and the future.

Sincerely,



Pat Frank
Clerk of the Circuit Court/Comptroller



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Hillsborough County- Clerk of the Circuit Court
Florida**

For the Fiscal Year Beginning

October 1, 2017

Christopher P. Morill

Executive Director

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HILLSBOROUGH COUNTY FACTS

GEOGRAPHY AND DEMOGRAPHICS

Located midway along the west coast of Florida, the county's boundaries embrace 1,048 square miles of land and 24 miles of inland water for a total of 1,072 square miles. With the largest bay in Florida opening to the Gulf of Mexico, its coast spans 76 miles.

The unincorporated area encompasses 87% of the total county land area. The municipalities of Tampa (the county seat), Temple Terrace and Plant City account for the remainder. According to the latest estimates from the University of Florida's Bureau of Economic and Business Research, the county's estimated population as of April 1, 2018 was 1,408,864, making it the fourth most populous county in the state. Of this population, 964,883 or 68% live in the unincorporated area. Hillsborough County's population increased 14.6% between 2010 and 2018.

A RICH HISTORY

Hillsborough County takes its name from Wills Hill, the Earl of Hillsborough and British Colonial Secretary of 1772. The Spanish first mapped and explored the area in the early 16th century. Between 1559 and 1819, the area now called Florida was under the rule of four nations: Spain, France, Great Britain and, finally, the United States. The United States purchased Florida from Spain in 1821 for \$5 million. In 1845, it was granted statehood. On January 25, 1834, the U.S. Legislative Council for the Territory of Florida approved an act organizing Hillsborough as Florida's 19th county. Its area then was 5.5 million acres and included the present counties of Hillsborough, Pinellas, Polk, Pasco, Manatee, Sarasota, Charlotte, DeSoto, Hardee and Highlands. The civilian non-native population in 1834 was less than 100.

Hillsborough County's Board of County Commissioners held its first meeting on January 25, 1846. The County's first courthouse was a frontier cabin burned during the Second Seminole War in 1836. In 1847, Capt. James McKay built a two story courthouse at a cost of \$1,358. A third structure was erected in 1855 and was used until 1891, when a red brick, domed structure mimicking the architecture of the Tampa Bay Hotel was built, occupying a square block in downtown Tampa. This is the courthouse depicted on today's County seal. The next courthouse, built in 1952, currently houses Civil Traffic Court and a new county government administration building, the Frederick B. Karl County Center, opened in 1994. The current courthouse was opened in 2004 and has the distinction of being the first building in downtown Tampa to be named for an African-American, George E. Edgecomb, who was Hillsborough County's first African-American judge.

THE COUNTY'S ECONOMY

Hillsborough County has a diversified economic base including a large service sector, a large manufacturing sector and a thriving retail trade sector. The four largest employers in the public sector are Hillsborough County School Board, MacDill Air Force Base, Hillsborough County government, and University of South Florida. Major private sector employers are Publix Food Centers (grocery), Tampa General Hospital (medical/healthcare), TECO Energy (electric utility), Citibank (financial services), JPMorgan Chase (financial and insurance services), Busch Entertainment Corporation (tourist attraction), USAA (insurance), and Amazon (e-commerce).

HILLSBOROUGH COUNTY FACTS

The Port of Tampa serves as the closest port in the United States to the Panama Canal. It is also the largest tonnage port in Florida and the tenth largest port in the United States with respect to annual tonnage. Ninety-seven percent of the cargo moving through the port is bulk phosphate, phosphate chemicals, rock, coal and petroleum products. The Garrison Seaport Center is a \$300 million cruise terminal and entertainment complex. Along with the Florida Aquarium, it is helping spur redevelopment in the area known as the Channel District.

Another significant element of the economy is agriculture. The county's total agricultural production ranks 4th in the state and 59th in the United States. It ranks second in Florida for the number of farms. Strawberries are a major crop, accounting for 32% of crop sales.

Tourism is another major component of the economy. The number of tourists visiting Florida is expected to continue growing. Busch Gardens of Tampa is one of the leading tourist attractions in the nation. There are numerous other attractions in Hillsborough County such as the Florida Aquarium, the Museum of Science and Industry, Tampa Museum of Art, Glazer Children's Museum, the Lowry Park Zoo, the New York Yankees spring training facility, the Tampa Bay History Museum and the Amalie Arena in downtown Tampa. The county is also the home of the 2003 Super Bowl Champions, the Tampa Bay Buccaneers, as well as the 2004 National Hockey League Stanley Cup Champion, the Tampa Bay Lightning. The Amalie Arena in downtown Tampa was the site of the 2012 Republican National Convention.

GOVERNING THE COUNTY

A political subdivision of the State of Florida, the County is governed by an elected seven-member Board of County Commissioners. Through partisan elections, three are elected to represent the entire county as a district and four are elected to represent single-member districts. Under a Charter Ordinance effective May 1985, the Board is restricted to performing the legislative functions of government by developing policy for the management of Hillsborough County. The County Administrator, a professional appointed by the Board, and his staff are responsible for the implementation of those policies. The County Auditor and the County Attorney also directly report to the Board.

The Board of County Commissioners is responsible for functions and services delivered throughout the county including municipalities and for municipal services to residents and businesses in the unincorporated area. The countywide responsibilities include such services as local social services, health care for the medically indigent, animal services, mosquito control, consumer protection, and a regional park system. Its responsibilities to the residents and businesses in the unincorporated area include, for example, fire protection, local parks, emergency medical services, planning, zoning, and code enforcement.

In addition to the Commissioners, citizens also elect five Constitutional Officers: Tax Collector, Property Appraiser, Clerk of the Circuit Court, Sheriff, and Supervisor of Elections. These Officers are not governed by the Board of County Commissioners, but the Board funds all or, in some cases, a portion of the operating budgets of these Constitutional Officers. The Constitutional Officers maintain separate accounting systems and expanded budget detail information.

Sources: University of Florida Bureau of Economic and Business Research
Hillsborough County Economic Development Department
Tampa-Hillsborough Economic Development Corporation

MISSION

CLERK'S OFFICE MISSION, VALUES, FOCUS AREAS AND GOALS

Mission:

To preserve the public trust as guardian of the people's records and assets while upholding the highest ethical and professional standards.

Values:

- Integrity
- Transparency
- Accountability

Focus Areas:

- Customer
- Operations

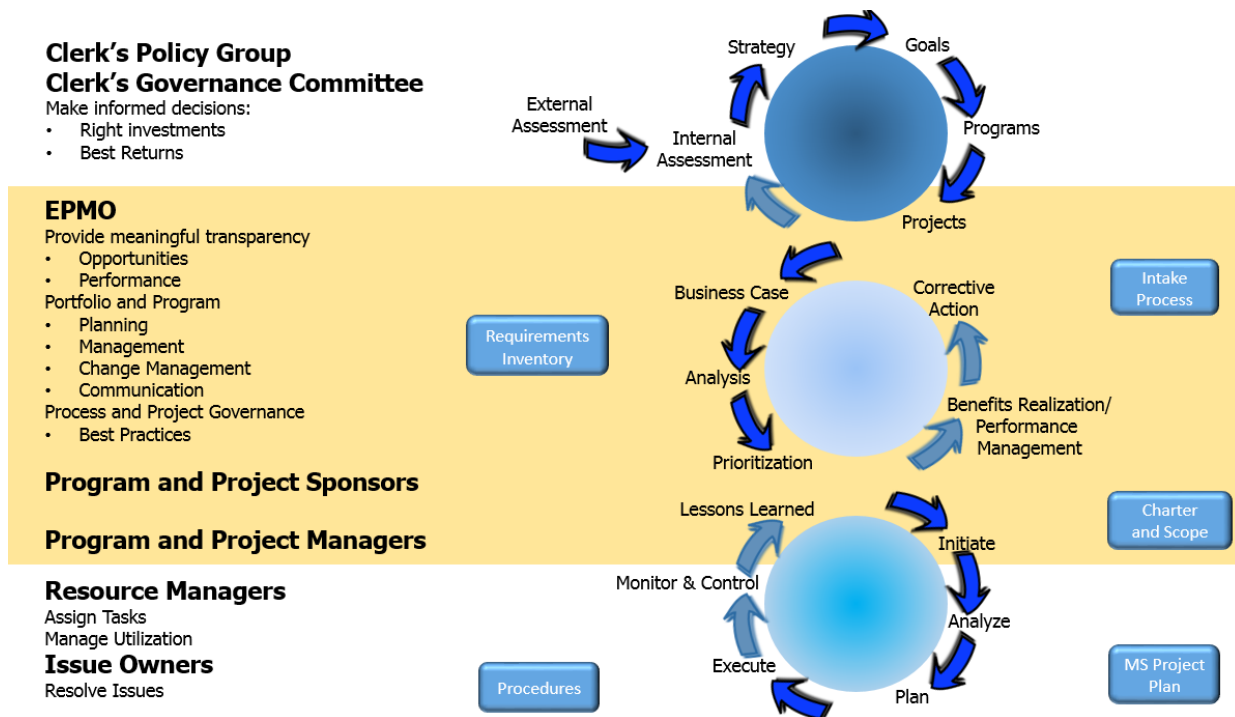
Goals:

1. Deliver a positive customer experience.
2. Maximize organizational efficiency and effectiveness.
3. Become an employer of choice.



STRATEGIC PLAN FRAMEWORK

The Strategic Plan Framework for all proposed initiatives is depicted in the figure below.



This Framework was outlined and loosely followed for major initiatives since 2013. In 2017, the Clerk's Office solidified our approach to strategic planning by forming a Strategic Planning Committee to provide oversight to the end-to-end process. Long-range planning and budgeting priorities had been handled exclusively by Senior Management reporting directly to the Clerk prior to 2017. In an effort to broaden our participation and insight, employees were selected from across the organization to join Senior Management on the newly-formed Strategic Planning Committee. Committee members met bi-weekly to discuss current initiatives as well as identify and prioritize new initiatives.

Beginning with FY 2019, the Strategic Planning Committee was reduced to just the Clerk's Executive team plus two Senior Directors and the meetings were moved to monthly rather than bi-weekly. Any Executive can invite lower-level staff participation as needed.

Any employee can submit a request for an initiative; however, their Director must review and approve the proposal to ensure that the request is aligned with the Clerk's Goals and Objectives and the Department's priorities. Director-approved requests are reviewed and evaluated by the Strategic Planning Committee to reaffirm their alignment with the Clerk's Goals and Objectives, as shown on the next page.

STRATEGIC PLAN FRAMEWORK

CLERK'S GOALS AND OBJECTIVES

Efficiencies

Improve operational efficiency, reduce costs &/or increase revenue

Human Capital

Hire & retain the right people for the right positions; Motivate & manage employee performance; Build workgroups & a culture that supports Clerk's goals; Develop employees' individual capability

Customer Experience

Improve Customer Experience for online/phone/walk-in customers; Evaluate and measure Customer Satisfaction; Ensure access to Clerk records & services 24/7; Enhance access to Public Records; Support other agencies/strategic partners

IT-driven

Maintain & upgrade major applications; Upgrade infrastructure to support business needs; Improve the security of systems & data

Effectiveness/
Compliance

Define and communicate the organizational expectations; Enhance compliance with record retention and destruction requirements; Ensure compliance with policies/procedures

Cross-Initiatives

Implement process of random desk reviews to assure compliance with procedures and accurate reporting; Identify opportunities to engage employees in process improvement solutions; Identify opportunities to engage the community and stakeholders in process improvement solutions

In addition to affirming alignment with the Clerk's Objectives, the Strategic Planning Committee also prioritizes each initiative on a scale of 1 to 6 based on Importance and Urgency.

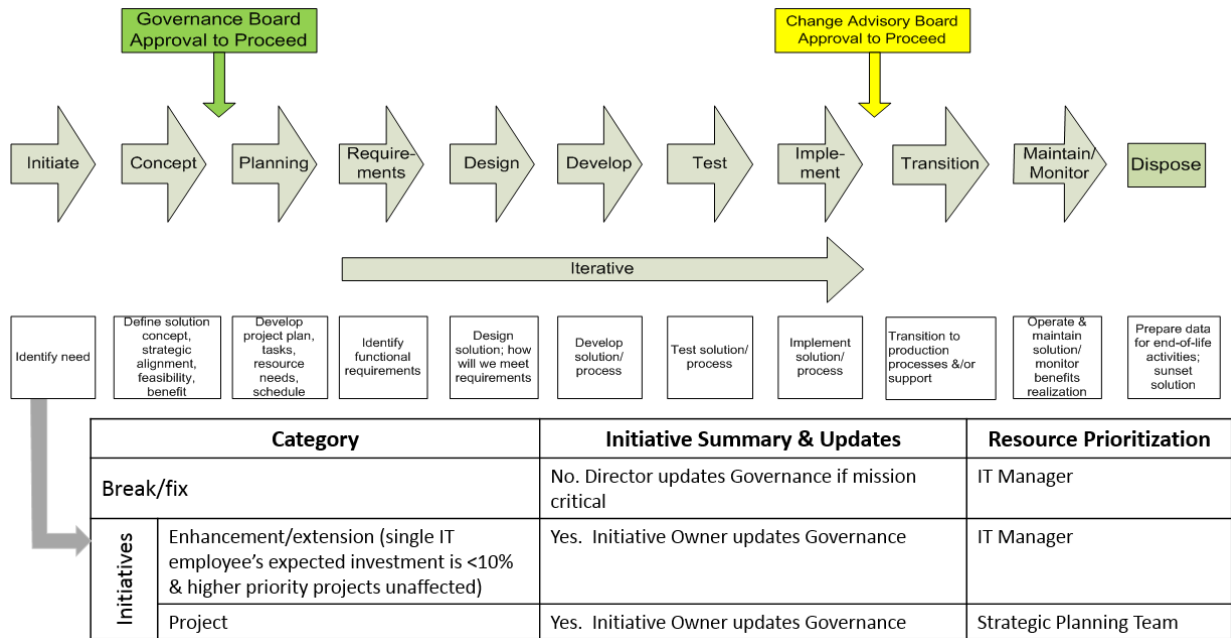
Urgency				
L	M	H		
3	2	1	H	Importance
4	3	2	M	
6	5	3	L	

After we've established the priority, we then evaluate our high-level readiness to launch the initiative. For initiatives that are ready to move forward, we identify a **Project Sponsor** who is the champion for, and usually the benefactor of, the initiative. We also identify a **Project Owner** who will prepare the first four elements of the Initiative Summary, including:

- Problem to be solved
- Scope statement (includes what's not in scope, if applicable)
- Proposed initiative description
- Supporting initiatives (initiatives upon which this initiative depends)

STRATEGIC PLAN FRAMEWORK

These initial Initiative Summaries are presented to the Strategic Planning Committee for review and approval and then referred to the Clerk’s Governance Committee and/or Policy Group for approval to be resourced and included in the Active Projects Portfolio. Once an initiative is accepted by the Governance Committee and/or Policy Group, the Project Sponsor and Owner work with the Solutions Team (IT and business) to determine feasibility and to develop the high-level Implementation Plan, identifying the approach, needed resources, tasks, and timeline for the project. They also define the Results Monitoring Plan and Expected Benefits Statement, which completes the baseline version of the Initiative Summary. The Project Life Cycle is pictured below.



Initiatives that are not approved by the Governance Committee or Policy Group to move forward are maintained on the Initiatives Inventory. The Strategic Planning Committee reviews these initiatives monthly to determine if any are ready to launch, and if so, Project Sponsors and Owners are identified to prepare the Initiative Summary, kicking off the approval, planning and implementation processes.

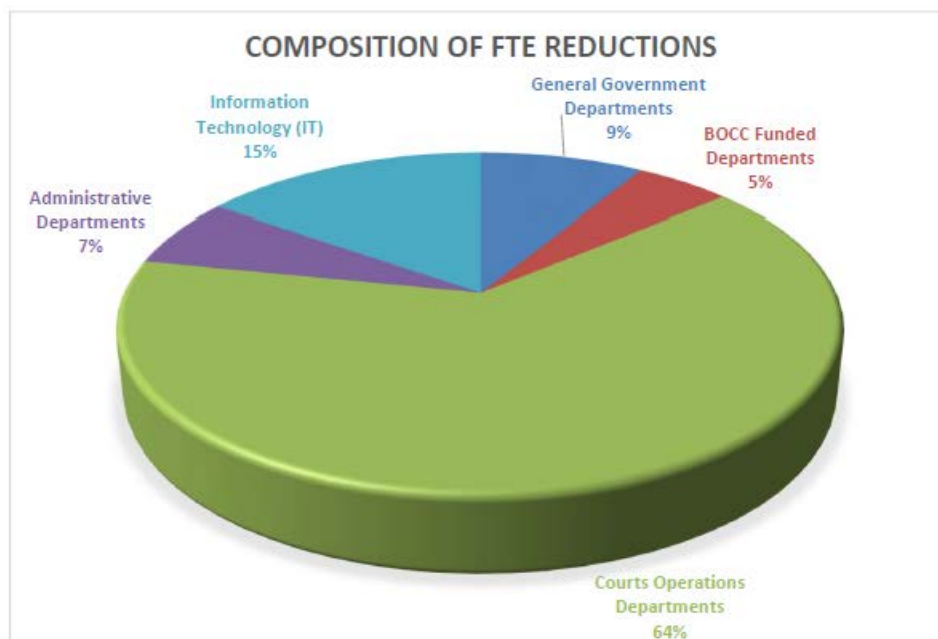
FACTORS AFFECTING STRATEGIC BUDGET DECISIONS

For the first time in twelve years, the Clerk’s Office was not forced to reduce our workforce. This was welcome news following eleven consecutive years of position reductions. Since 2007, we have eliminated 275 FTEs, which represents a 29% reduction in budgeted positions. The table below shows the number of budgeted positions by year and by funding source. Some of these reductions were due to efficiencies gained, either through technology, process improvements or reorganizations, but most were due to budget reductions caused by reduced revenues in Court Operations or General Government services (real estate market crash).

HILLSBOROUGH COUNTY CLERK OF COURT & COMPTROLLER BUDGETED POSITIONS HISTORIC TABLE

OPERATIONAL AREA/ FUNDING SOURCE	FISCAL 2007	FISCAL 2008	FISCAL 2009	FISCAL 2010	FISCAL 2011	FISCAL 2012	FISCAL 2013	FISCAL 2014	FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2018	FISCAL 2019	DELTA FY 07-19
General Government Departments	84	94	76	56	56	55	53	55	56	57	56	60	60	(24)
BOCC Funded Departments	121	119	115	111	111	111	108	108	108	107	107	107	107	(14)
Court Operations Departments (includes 10% Fine TF)	579	578	585	514	511	512	502	497	483	458	425	408	402	(177)
Administrative Departments (Admin, Accounting, HR, etc)	80	77	75	73	74	73	70	73	63	61	56	56	62	(18)
Information Technology (IT)	97	86	86	69	69	65	57	56	56	55	55	55	55	(42)
TOTAL BUDGETED POSITIONS	961	954	937	823	821	816	790	789	766	738	699	686	686	(275)
<i>Year-to-Year change</i>			(7)	(17)	(114)	(2)	(5)	(26)	(1)	(23)	(28)	(39)	(13)	0

Of the positions eliminated, 64% have come from Court Operations due to statewide revenue shortfalls, especially related to Civil Traffic citation collections. The next largest operational impact is in our Information Technology (IT) department. The chart below shows the distribution of FTE eliminations by funding source.



FACTORS AFFECTING STRATEGIC BUDGET DECISIONS

Our biggest budgeting challenge is in Court Operations due to reduced revenues statewide. The table below shows the expenditure budget for the four most recent fiscal years. While the FY 2019 budget is 3.7% more than the FY 2018 budget, it is just 2% more than the FY 2016 budget. It's worth noting that the current budget is \$89,000 less than the FY 2011 Courts budget. This indicates that we've had several years of stagnant or reduced budgets, in spite of escalating retirement system contribution costs, health care costs that have nearly doubled and modest pay increases of 2-3%.

	FY 2016	FY 2017	FY 2018	FY 2019	4 year increase	% increase
Court Operations	28,193,740	28,475,677	27,623,677	28,655,948	462,208	2%
	FY 2011	FY 2019	Reduction			
Court Operations	28,744,626	28,655,948	(88,678)			

In order to meet the challenges of maintaining our level of service with the same or less resources, our office is investing in the following initiatives:

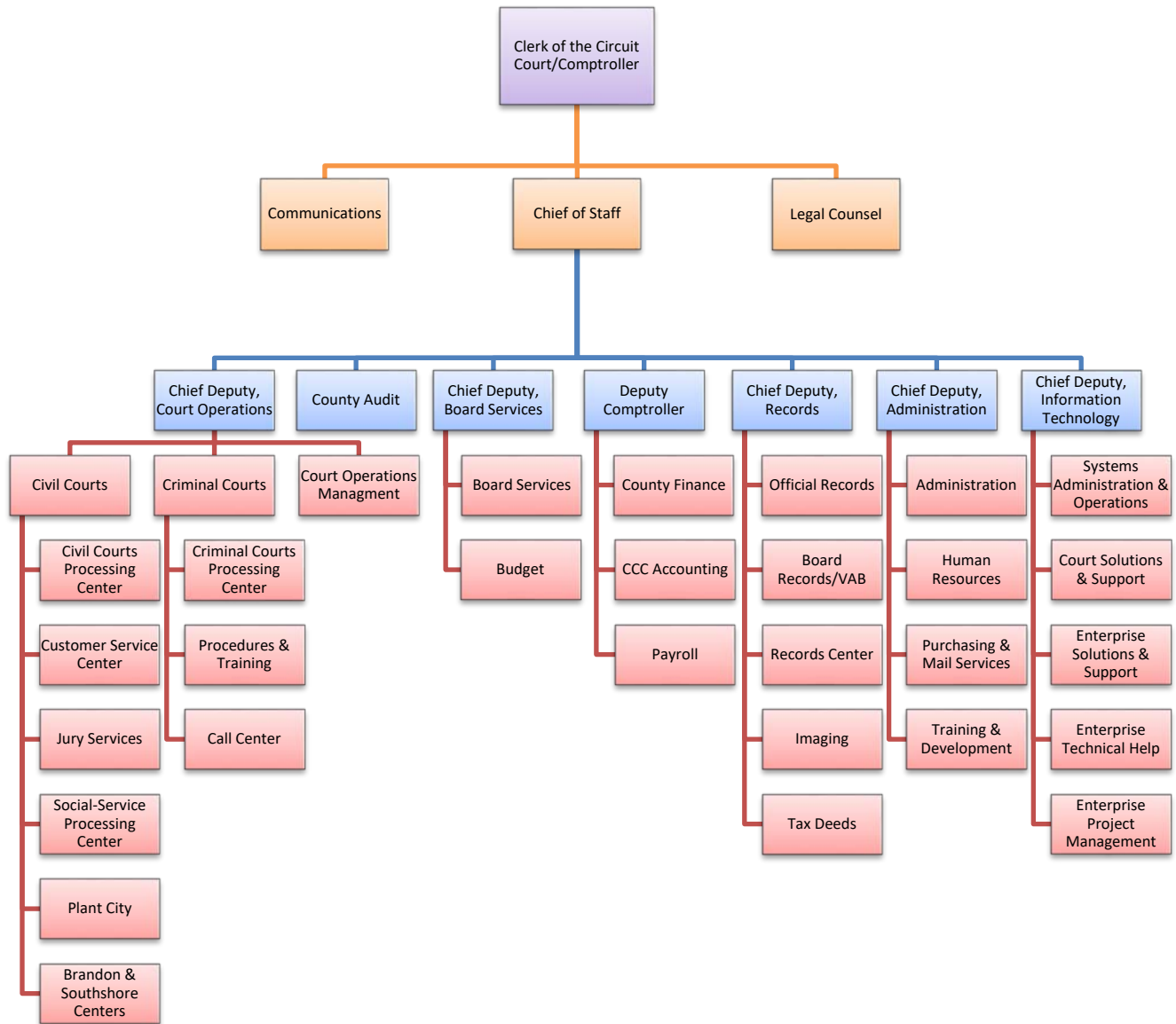
- **Talent acquisition and retention** – Finding and keeping the right staff members is becoming increasingly imperative, especially in the area of Information Technology and Management. Our recruitment and hiring processes are continually refined so we can identify candidates with the desired skill sets.

- **Talent development** – During FY 2017, we developed in-house training for our customer-facing positions and Courts employees, primarily spear-headed by our Training and Procedures Department. We also began to focus on cross-training employees in areas outside of their normal responsibilities in our Information Technology, Courts, and Accounting departments. During FY 2019, more training classes will be developed in the areas of legal training, management, software applications, accounting and budget. Our goal is to have a robust training program where employees can enhance their skill set and broaden their organizational knowledge.

- **Technology** – We have invested heavily in obtaining current systems in all business areas. These systems have automated many of the processes previously done manually. Because we rely extensively on our technology software and equipment, our competent IT professionals and our network infrastructure, we will continually look for opportunities to leverage our technological capabilities.

- **Paperless** – All of our departments have worked tirelessly in the past few years to reduce our need for paper with great success. This is allowing us to route documents faster, to eliminate additional storage needs at our records warehouse, and to provide greater access to information by making it available online to appropriate parties, while simultaneously reducing paper and printing costs across the organization. Devoting time and resources to this endeavor will remain important to our office for the foreseeable future.

ORGANIZATION CHART



BUDGET HIGHLIGHTS

The FY 2019 Adopted Budget for the Hillsborough County Clerk of the Circuit Court is \$69.5 million compared to the FY 2018 Adopted Budget of \$64.7 million. The \$4.8 million increase is due to an increase in transfers to the state and personnel costs. A comparison of the two years is shown in the table below.

Expenditure Category	FY18 Budget	FY19 Budget	Increase/ (Decrease)
Personnel	\$47,714,807	\$50,244,247	\$2,529,440
Operating	9,448,696	10,137,323	\$688,627
Capital	1,159,350	919,501	(\$239,849)
Excess due to County/State	434,109	2,764,782	\$2,330,673
Fund Reserves	5,944,953	5,449,038	(\$495,915)
Grand Total	\$64,701,915	\$69,514,891	\$4,812,976

THE BUDGET CYCLE

The FY 2019 Budget Process began in January 2018 with Department Directors preparing budget requests for each service they provide. Directors prepare their request for operating and capital line items; the Budget Manager prepares the personnel budgets for all departments. Budget submissions were due from all departments on March 13. The key dates in the budget calendar are presented below.

Preparation Phase:

January 31	Distribute instructions and forms to Directors and Chiefs
February 7-12	Budget Training
March 13	Budget submissions due from departments

Review Phase:

March 19 – April 20	Departmental Budget reviews with the Clerk & Governance Committee
April 23 – 30	Finalize Clerk’s Board and Courts Budgets
May 1	Clerk’s Board Budget submitted to BOCC
June 1	Clerk’s Courts Budget submitted to CCOC

Public Adoption Phase:

June 6	Delivery of County Administrator’s Recommended Budget to BOCC
June 21	BOCC Budget Public Hearing 6:00 pm
July 19	BOCC Budget Public Hearing 6:00 pm
July 26	BOCC Budget Reconciliation workshop to set TRIM rates 9:00 am-4:30 pm
August 1 – 25	Finalize Clerk’s General Government & Trust Fund Budgets
August 2	State Revenue Estimating Conference (REC) adopts Clerk’s statewide revenue estimates for FY19
September 1	Total Clerk’s Budget Due to be Filed with BOCC
September 13	BOCC Budget Public Hearing to adopt tentative millages and budget (6 pm)
September 20	BOCC Budget Public Hearing to adopt final millages and budget (6 pm)
September 21	CCOC sets Courts Budget Authority
October 1	Deadline for final Courts Budget Approval by CCOC and Board budget approval from BOCC

BUDGET HIGHLIGHTS

General Government departments requested a continuation budget for FY 2019, which was approved as submitted.

Board-funded departments requested a budget increase of \$1,034,965 for FY 2019. This budget was approved as submitted.

Court-funded departments received a budget increase of \$1,032,270 from the Clerk of Courts Operations Corporation (CCOC), based on a projected increase in statewide court revenue. This is the first time in six years that we did not have to eliminate positions in Courts in response to a budget reduction.

FUNDING PRIORITIES

The highest priority of the Clerk's Office for the FY 2019 budget was to implement planned salary changes recommended through a compensation and classification study being performed by Evergreen Solutions throughout FY 2019. The Clerk intends to raise our minimum salary from \$14/hour to \$15 in conjunction with realigning most pay grades in the organization. We must also address pay compression caused by not giving employees pay increases for two or three years, and compounded by systematically increasing the starting pay from \$12.66 in 2016 to \$15 in 2019. We expect to take a multi-year phasing approach for implementing the recommendations from Evergreen. In this first year, we budgeted \$200,000 in General Government, \$500,000 in Board funding and \$400,000 in Courts funding to deal with some of the recommended salary changes.

In addition, this budget was developed with the goal of maintaining service levels to the Public, 13th Judicial Circuit, and the Board of County Commissioners, as well as our other judicial partners.

Another top priority for the FY 2019 budget is to continue focusing on converting paper documents to electronic format in all areas of the office. This conversion allows us to provide better records access to the public, realize the full efficiencies of our systems, save warehouse storage space, while also allowing more efficient interdepartment document processing and online access to information to internal users. Once the existing paper documents are converted, all case documents and financial records will be available by computer immediately, negating the need to order files from the Record Center and waiting for transport.

Since major system changes have been implemented in the past five years, available technology funding has been allocated to enhance and update our system infrastructure. Additionally, our telephone Interactive Voice Response (IVR) system is continually being enhanced and upgraded to allow us to service more customers on the phone and provide many services 24 hour per day, without adding additional telephone representatives.

In addition to technology initiatives, the Clerk requested funding for a 3% performance-based pay adjustment. This request was approved by the Board of County Commissioners and sufficient Court-Related and General Government revenues are projected to fund this adjustment for employees paid from these funding sources.

BUDGET SUMMARY

BUDGET SOURCES & USES - ALL FUNDS

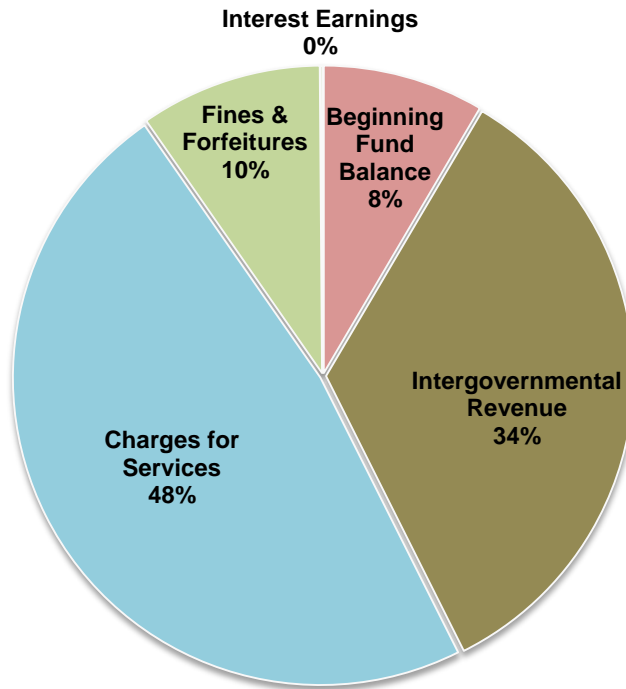
	FY 16 Actual	FY 17 Actual	FY 18 Adopted	FY 19 Adopted
<u>Sources</u>				
Beginning Fund Balance	\$ 6,462,209	\$ 5,768,201	\$ 5,396,495	\$ 5,891,640
<u>Revenues</u>				
Intergovernmental Revenue	\$ 21,781,774	23,109,719	21,863,012	23,723,306
Charges for Services	\$ 29,842,143	31,012,352	30,608,695	33,166,185
Fines & Forfeitures	\$ 6,497,609	6,506,227	6,715,100	6,651,000
Interest Earnings	\$ 75,703	128,121	118,613	82,760
Total Revenue	\$ 64,659,438	\$ 66,524,620	\$ 64,701,915	\$ 69,514,891
<u>Uses</u>				
<u>Expenditures</u>				
Personal Services	\$ 43,467,400	\$ 45,233,110	\$ 47,714,807	\$ 50,244,247
Operating Expenditures	7,630,349	7,774,057	9,448,696	10,137,323
Capital Outlay	3,626,863	3,044,200	1,159,350	919,501
<u>Non-Expenditures</u>				
Transfer to State & County	4,166,626	5,229,003	434,109	2,764,782
State Funds Carryforward	9,493	-	-	-
Reserve for Future Projects	5,758,707	5,244,250	5,944,953	5,449,038
Total Expenditures	\$ 64,659,438	\$ 66,524,620	\$ 64,701,915	\$ 69,514,891

BUDGETED POSITIONS - ALL FUNDS

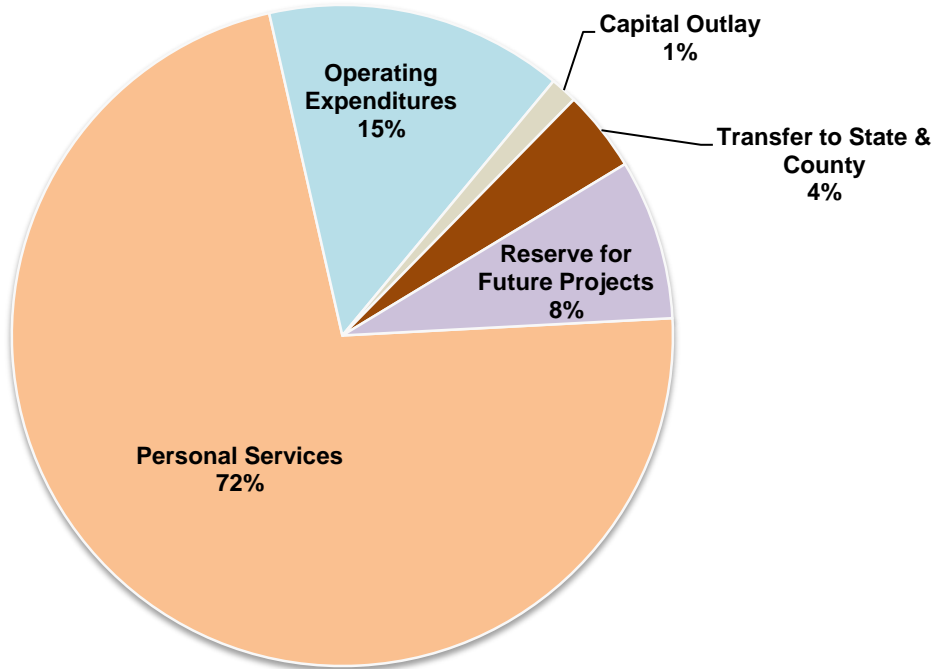
	FY 16 Adopted	FY 17 Adopted	FY 18 Adopted	FY 19 Adopted
<u>Funding Source</u>				
Board Funding	107	107	107	107
Court Fees Funding	426	398	408	402
Court Fines Trust Fund	32	27	0	0
General Government Funding	57	56	60	60
Allocated Departments	116	111	111	117
Total Positions	738	699	686	686

BUDGET SUMMARY

FY 2019 Budget Sources - All Funds



FY 2019 Budget Uses - All Funds



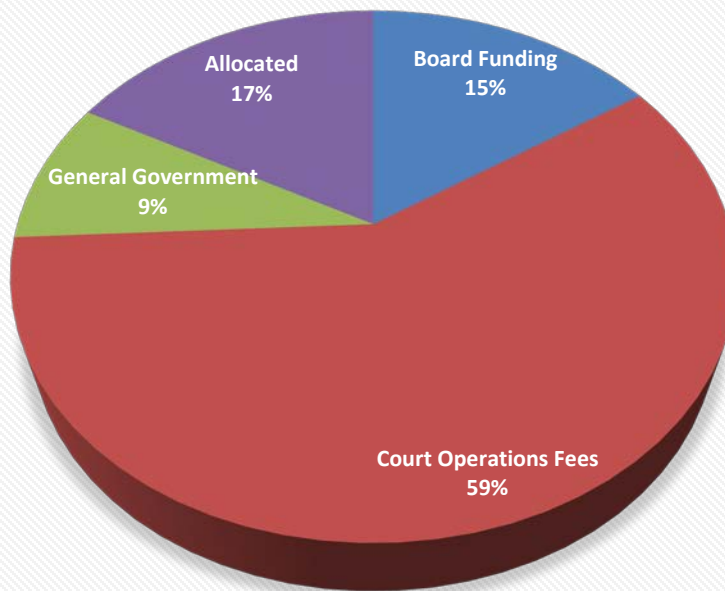
POSITION SUMMARY

	<u>FY 16 Adopted</u>	<u>FY 17 Adopted</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
<u>Board Funding</u>				
Value Adjustment Board	5	5	5	5
County Audit	9	9	9	9
Mail Services & Purchasing	6	6	6	6
Payroll	11	10	10	10
County Finance	54	55	55	55
Board Records	6	6	6	6
Enterprise Solutions & Support	11	11	11	11
Board Services	5	5	5	5
Total	107	107	107	107
<u>General Government</u>				
Clerk's Administration	1	1	1	1
Official Records	39	39	39	39
Plant City	2	2	2	2
Brandon & Southshore Regional Svc Ctrs	9	8	7	7
Tax Deeds	6	6	6	6
Imaging	-	-	5	5
Total	57	56	60	60
<u>Court Operations - State</u>				
Court Operations Management	15	10	10	12
Jury Services	3	3	3	3
Plant City	27	19	19	18
Brandon & Southshore Regional Svc Ctrs	10	7	7	7
Records Management	-	-	11	10
Telephone Center	-	-	18	20
Customer Service Center	80	89	81	80
Civil Court Processing Center	76	66	69	69
Correspondence & Mail Processing	23	19	-	-
Centralized Procedures & Training	8	3	11	7
Criminal Court Processing Center	161	160	156	153
Social Service-Related Processing Ctr	23	22	23	23
Total	426	398	408	402
<u>Court Operations - 10% Fine TF</u>				
Records Management	6	12	-	-
Imaging	26	8	-	-
Centralized Procedures & Training	-	7	-	-
Total	32	27	-	-

POSITION SUMMARY

	FY 16 Adopted	FY 17 Adopted	FY 18 Adopted	FY 19 Adopted
<i>Allocated</i>				
Clerk's Administration	10	9	9	9
Human Resources	8	7	7	7
Mail Services & Purchasing	8	6	6	6
CCC Accounting	27	26	26	26
Training and Development	-	-	-	6
Records Management	3	3	3	3
Call Center	4	4	4	4
Clerk (Executive)	1	1	1	1
System Administration & Operations	17	14	14	11
Court Solutions & Support	14	15	14	15
Enterprise Solutions & Support	11	12	12	12
Enterprise Technical Support	5	8	9	10
Enterprise Program Management Office	8	6	6	7
Total	116	111	111	117
Funded Positions	738	699	686	686

Positions by Funding Source FY 2019



FUND SUMMARY

OPERATING FUNDS

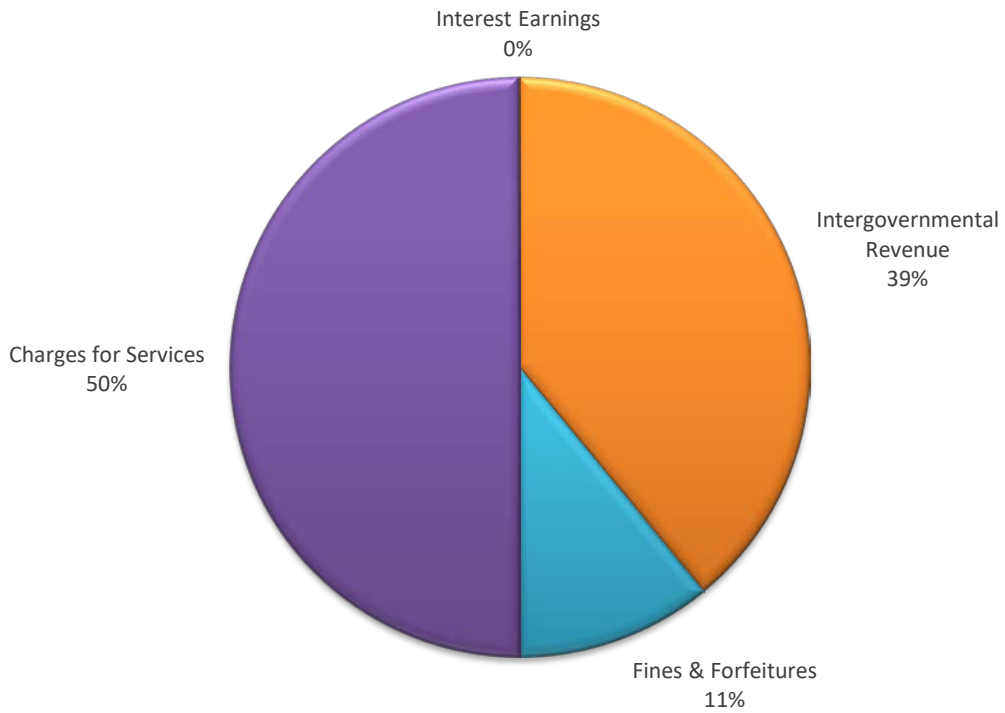
	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
<u>Sources</u>				
Intergovernmental Revenue - Federal	\$ 1,126,533	\$ 1,201,639	\$ 1,252,631	\$ 1,300,000
Intergovernmental Revenue - State	1,256,885	1,598,120	600,891	1,378,851
Intergovernmental Revenue - County	19,398,356	20,221,527	20,009,490	21,044,455
Charges for Services - General Govt	6,814,862	7,229,169	7,259,615	7,010,450
Charges for Services - Courts	20,332,342	20,940,491	20,514,945	23,337,000
Fines & Forfeitures	5,199,268	5,455,077	6,715,100	6,651,000
Interest Earnings	48,813	86,380	87,463	39,600
Beginning Fund Balance	-	9,493	-	-
Total Revenue	\$ 54,177,059	\$ 56,741,897	\$ 56,440,135	\$ 60,761,356
<u>Uses</u>				
<i>Operating</i>				
Personnel Services	\$ 40,914,545	\$ 42,638,571	\$ 46,762,150	\$ 49,280,712
Operating Expenditures	6,833,443	6,540,998	8,266,776	7,982,731
Capital Outlay	2,252,952	2,333,325	977,100	733,131
<i>Non-Operating</i>				
Transfer to State	2,041,827	2,975,643	234,109	2,737,504
Transfer to County	2,124,799	2,253,360	200,000	27,278
State Funds Carryforward	9,493	-	-	-
Total Expenditures	\$ 54,177,059	\$ 56,741,897	\$ 56,440,135	\$ 60,761,356

TRUST FUNDS

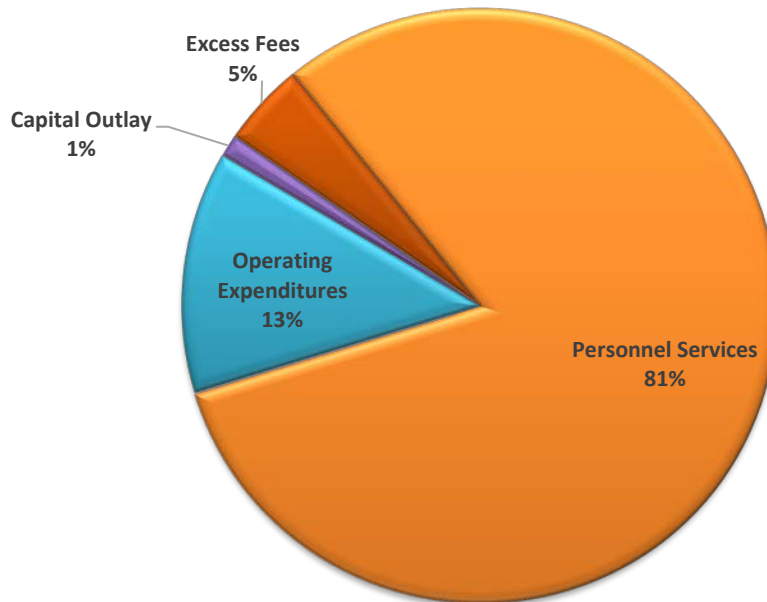
	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
<u>Sources</u>				
Beginning Fund Balance	\$ 6,462,209	\$ 5,758,707	\$ 5,396,495	\$ 5,891,640
<u>Revenues</u>				
Charges for Services - Restricted	2,694,939	2,842,692	2,834,135	2,818,735
Fines & Forfeitures	1,298,341	1,051,150	-	-
Intergovernmental Revenue-Federal	-	88,433	-	-
Interest Earnings	26,890	41,741	31,150	43,160
Total Revenue	\$ 10,482,379	\$ 9,782,723	\$ 8,261,780	\$ 8,753,535
<u>Uses</u>				
<i>Operating</i>				
Personnel Services	\$ 2,552,855	\$ 2,594,539	\$ 952,657	\$ 963,535
Operating Expenditures	607,743	599,317	634,620	707,263
Capital Outlay	117,838	146,183	125,250	116,370
<i>Non-Operating</i>				
Technology Projects - Operating	189,163	633,742	547,300	1,447,329
Technology Projects - Equipment	1,256,073	564,692	57,000	70,000
Reserve for Future Projects	5,758,707	5,244,250	5,944,953	5,449,038
Total Expenditures	\$ 10,482,379	\$ 9,782,723	\$ 8,261,780	\$ 8,753,535

FUND SUMMARY

Operating Fund Sources - FY 2019

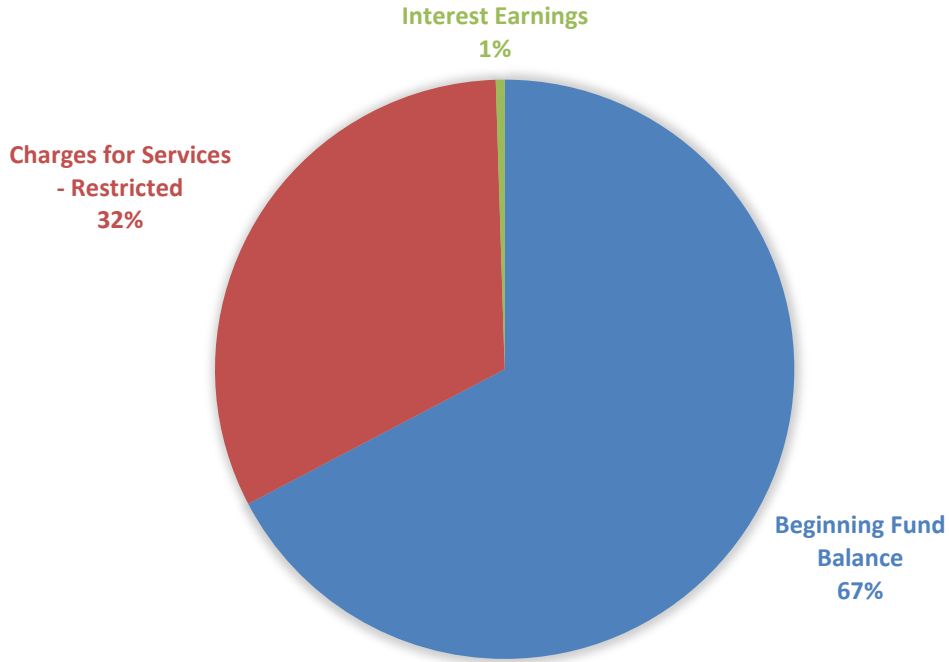


Operating Fund Uses - FY 2019

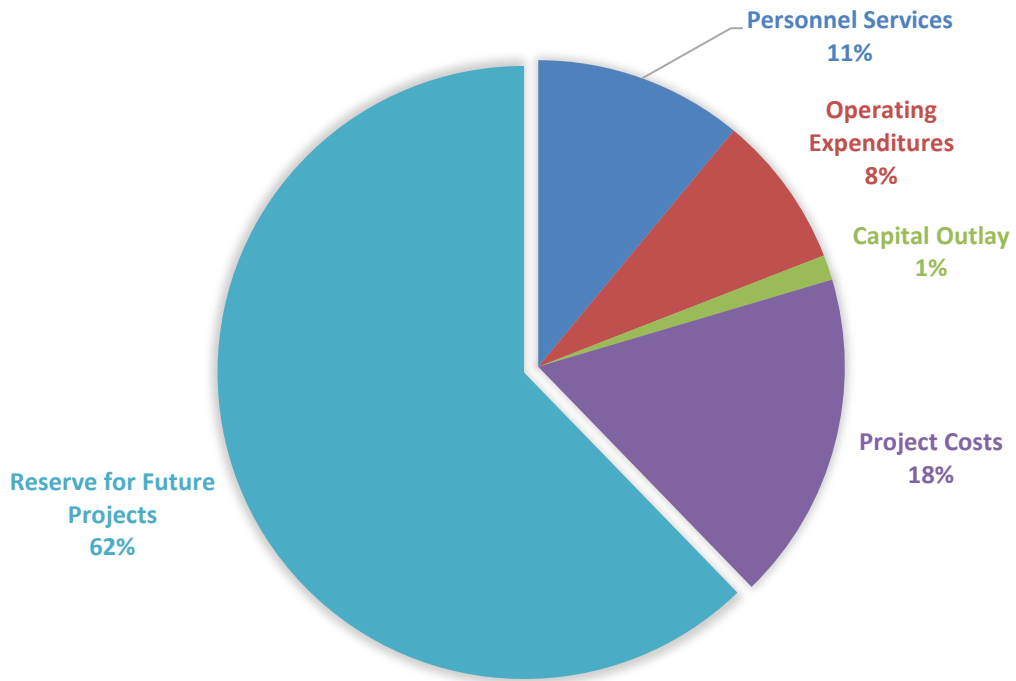


FUND SUMMARY

Trust Fund Sources - FY 2019



Trust Fund Uses - FY 2019



LINE ITEM DETAIL

Account Title	FY 16 Actual	FY 17 Actual	FY 18 Adopted	FY 19 Adopted
<i>Personal Services</i>				
Executive Salaries	\$ 160,591	\$ 161,235	\$ 166,072	\$ 173,431
Salaries & Wages	27,456,906	26,987,086	32,112,914	33,253,422
Other Salaries & Wages	-	-	-	1,013,867
Longevity Incentive	84,950	83,600	84,499	90,850
Cafeteria Benefits	1,754,165	1,646,798	1,793,566	1,795,792
Deferred Compensation	293,119	301,185	333,167	378,952
Salaries Temporary Employees	-	320	311,510	-
Overtime	348,491	484,973	30,500	30,500
Stipend (General)	13,000	43,200	-	-
Annual Leave	1,899,541	2,531,825	-	-
Sick Leave	1,076,999	1,225,482	-	-
FICA/Medicare Taxes	2,329,393	2,366,838	2,613,597	2,689,788
FRS Retirement	2,585,408	2,694,469	2,853,736	3,217,425
Health Insurance	4,877,649	5,980,235	6,796,008	6,912,206
Short and Long Term Disability	332,305	307,392	385,266	443,274
Employee Life Insurance	23,490	19,215	24,364	24,696
Workers Compensation Assessments	89,502	79,560	75,528	81,564
Unemployment Compensation	17,685	19,651	-	-
OPEB Liability Assessment	124,205	121,500	134,080	138,480
Adjustment to Prior Year Personnel Svcs	-	178,548	-	-
Personnel Service Allocated In - IT	5,284,484	5,704,690	6,518,348	6,633,052
Personnel Service Allocated In - Other	5,849,539	5,716,696	5,934,777	6,734,209
Personnel Service Allocated Out - IT	(5,284,484)	(5,704,690)	(6,518,348)	(6,633,052)
Personnel Service Allocated Out - Other	(5,849,539)	(5,716,696)	(5,934,777)	(6,734,209)
Personal Services Subtotal	<u>\$ 43,467,399</u>	<u>\$ 45,233,110</u>	<u>\$ 47,714,807</u>	<u>\$ 50,244,247</u>
<i>Operating Expenditures</i>				
Medical Exams	\$ -	\$ -	\$ 2,000	\$ 2,000
Legal/Attorneys	59,628	61,053	97,409	98,000
DP Services External	-	2,380	7,000	7,000
Computer Software Agreements	2,300,496	2,477,105	2,887,038	3,515,074
Investment Advisor	140,400	140,400	140,400	140,400
Other Professional Services	1,243,109	1,170,769	669,272	670,804
Accounting And Auditing	30,661	34,002	50,000	50,000
Contractual Non-Payroll Personnel	194,967	289,084	715,078	730,000
Other Contractual Services	76,242	57,890	64,736	94,997
Bank Services	52,447	38,650	126,500	84,180
Microfilm Services	23,976	22,709	38,000	38,000
Central Disbursement Unit	15,856	16,540	40,000	30,000
Retiree Health Insurance Subsidy	44,415	40,340	46,000	47,000
Vicinity Mileage	4,036	3,104	12,470	13,470
Airfare	-	-	1,000	1,000
Parking and Tolls	40	39	-	7,650
Other Travel Expenses	77,172	63,498	145,354	138,174
Fleet Fuel, Oil And Rental	22,068	17,010	32,196	19,538
Telecommunications	317,037	436,754	496,041	490,620
Postage & Freight Services	502,203	434,191	513,046	505,227
Other Freight/Transport Costs	1,476	1,480	1,344	2,311
Armored Car Services	42,084	36,540	55,610	55,050
Utilities Service	72	7	800	400

LINE ITEM DETAIL

Account Title	FY 16 Actual	FY 17 Actual	FY 18 Adopted	FY 19 Adopted
Rental Of Office Equipment	103,580	103,638	110,876	90,822
Rental Of Computer Software	8,836	10,358	11,000	11,200
Other Rentals And Leases	409	787	2,200	2,000
General Insurance	143,219	120,187	153,641	156,449
Maintenance Building/Facility	89,610	142,666	144,985	145,250
Maintenance Of Equipment	27,894	29,134	50,503	64,739
Maintenance Of Computer Equip	539,701	459,543	594,528	698,764
Facility Security/Alarm Services	13,367	9,372	30,900	20,100
Fleet Management Services	12,415	10,314	27,174	25,181
Printing And Binding	75,150	99,037	85,698	86,578
Court Adm Printing & Binding	-	-	2,000	2,000
Public Awareness Programs	1,052	845	1,000	10,000
Awards Program	30,660	37,473	50,000	200,000
Interest and Late Charges	-	68	-	-
Bad Debt And Bad Check Write-Off	28,997	1,857	-	-
Legal Advertising	2,618	4,603	8,460	6,490
Juror Compensation	174,495	245,445	340,000	340,000
Cash Over/Short	(19,594)	164	-	-
Other Operating Costs	8,658	10,413	618,820	307,527
Adjustment to Prior Year Expenditures	3,650	(829)	-	-
Office Supplies & Minor Office Equip	144,571	180,604	232,239	214,656
Computer Software	523,304	143,492	86,600	188,950
General Oper Supplies & Minor Equip	22,021	10,703	34,150	34,100
DP Supplies & Minor DP Equip	367,817	243,697	326,362	406,360
Microfilm Supplies	-	-	2,000	-
Uniforms And Safety Apparel	6,552	5,269	7,458	7,144
Memberships And Dues	16,324	16,220	29,603	31,195
Books And Subscriptions	31,831	32,874	39,350	40,725
Training/Educational Costs	114,247	163,659	300,855	289,198
Employee Tuition Reimbursement	10,580	5,962	17,000	17,000
Operating Expense Allocated In - IT	3,693,931	3,765,325	4,342,247	4,827,551
Operating Expense Allocated In - Other	459,188	607,124	732,639	671,440
Operating Expense Allocated Out - IT	(3,693,931)	(3,765,325)	(4,342,247)	(4,827,551)
Operating Expense Allocated Out - Other	(459,188)	(607,124)	(732,639)	(671,440)
Operating Expenditure Subtotal	\$ 7,630,349	\$ 7,431,100	\$ 9,448,696	\$ 10,137,323
Capital Outlay				
Office Furniture And Equipment	\$ 12,448	\$ 18,553	\$ -	\$ -
Computer Equipment	2,560,195	2,682,222	770,000	818,100
Fleet Equipment	45,213	50,787	26,000	48,401
Other Equipment	17,070	-	-	-
Installed Equipment	20,738	21,716	62,000	35,000
Computer Software Projects	971,199	613,878	301,350	18,000
Capital Outlay Allocated In - IT	761,732	974,812	857,000	801,100
Capital outlay Allocated Out - IT	(761,732)	(974,812)	(857,000)	(801,100)
Capital Outlay Subtotal	\$ 3,626,863	\$ 3,387,156	\$ 1,159,350	\$ 919,501
Transfer To BOCC	\$ 2,124,799	\$ 2,253,360	\$ 200,000	\$ 27,278
Transfer To State Of Fla	2,041,827	2,975,643	234,109	2,737,504
State Funds Carryover	9,493	-	-	-
Designated Reserves	5,758,707	5,244,250	5,944,953	5,449,038
Grand Total	\$ 64,659,438	\$ 66,524,619	\$ 64,701,915	\$ 69,514,891

LINE ITEM DETAIL

FY 2019 BUDGET BY FUND

Account Title	Allocated Depts	Board Funded	General Government	Court Revenues	Trust Funds	Total All Funds
<u>Personal Services</u>						
Executive Salaries	\$ 173,431	\$ -	\$ -	\$ -	\$ -	\$ 173,431
Salaries & Wages	8,381,172	6,825,804	2,789,774	16,270,539	-	34,267,289
Longevity Pay	14,950	12,600	7,800	55,500	-	90,850
Cafeteria Benefits	331,062	286,784	154,616	1,023,330	-	1,795,792
Deferred Comp	109,663	74,687	28,175	166,427	-	378,952
Overtime	-	10,500	-	20,000	-	30,500
FICA/Medicare Taxes	670,856	498,161	211,200	1,309,571	-	2,689,788
FRS Retirement	936,680	640,149	234,470	1,406,126	-	3,217,425
Health Insurance	1,287,705	1,110,824	637,146	3,876,531	-	6,912,206
Short and Long Term Disability	113,467	83,881	34,341	211,585	-	443,274
Employee Life Insurance	4,212	3,852	2,160	14,472	-	24,696
Workers Comp Assessments	20,543	15,381	6,289	39,351	-	81,564
OPEB Liability Assessment	23,520	20,880	12,240	81,840	-	138,480
Personnel Service Allocated In - IT	-	4,595,829	1,073,688	-	963,535	6,633,052
Personnel Service Allocated In - Other	-	1,021,631	1,873,309	3,839,269	-	6,734,209
Personnel Service Allocated Out - IT	(6,633,052)	-	-	-	-	(6,633,052)
Personnel Service Allocated Out - Other	(5,434,209)	-	-	(1,300,000)	-	(6,734,209)
Personal Services Subtotal	\$ -	\$15,200,963	\$ 7,065,208	\$27,014,541	\$ 963,535	\$50,244,247
<u>Operating Expenditures</u>						
Medical Exams	2,000	-	-	-	-	\$ 2,000
Legal/Attorneys	50,000	48,000	-	-	-	98,000
Dp Services External	-	7,000	-	-	-	7,000
Computer Software Agreements	3,064,808	84,230	-	-	366,036	3,515,074
Investment Advisor	-	140,400	-	-	-	140,400
Other Professional Services	199,280	266,084	74,000	-	131,440	670,804
Accounting And Auditing	50,000	-	-	-	-	50,000
Contractual Non-Payroll Personnel	80,000	-	-	-	650,000	730,000
Other Contractual Services	7,200	579	38	28,640	58,540	94,997
Bank Services	-	84,180	-	-	-	84,180
Microfilm Services	-	38,000	-	-	-	38,000
Central Disbursement Unit	-	-	-	30,000	-	30,000
Retiree Health Insurance Subsidy	47,000	-	-	-	-	47,000
Vicinity Mileage	2,100	550	2,920	7,900	-	13,470
Airfare	-	1,000	-	-	-	1,000
Parking and Tolls	-	7,650	-	-	-	7,650
Other Travel Expenses	54,200	45,724	3,750	34,500	-	138,174
Fleet Fuel, Oil And Rental	1,400	18,138	-	-	-	19,538
Telecommunications	387,659	79,461	3,400	-	20,100	490,620
Postage & Freight Services	25,703	24,319	37,500	417,705	-	505,227
Other Freight/Transport Costs	200	2,111	-	-	-	2,311
Armored Car Services	50,000	5,050	-	-	-	55,050
Utilities Service	-	400	-	-	-	400
Rental Of Office Equipment	1,800	87,176	1,846	-	-	90,822
Rental Of Computer Software	7,500	3,700	-	-	-	11,200
Other Rentals And Leases	-	2,000	-	-	-	2,000
General Insurance	116,495	35,962	2,012	1,980	-	156,449
Maintenance Building/Facility	-	95,250	50,000	-	-	145,250
Maintenance Of Equipment	2,500	39,281	3,265	19,693	-	64,739
Maintenance Of Computer Equip	688,764	-	-	-	10,000	698,764
Facility Security/Alarm Services	14,000	6,100	-	-	-	20,100
Fleet Management Services	2,000	23,181	-	-	-	25,181
Printing And Binding	11,555	17,328	5,100	52,595	-	86,578
Court Adm Printing & Binding	-	-	-	2,000	-	2,000
Public Awareness Programs	10,000	-	-	-	-	10,000
Awards Program	50,000	150,000	-	-	-	200,000
Legal Advertising	1,490	5,000	-	-	-	6,490
Juror Compensation	-	-	-	340,000	-	340,000

LINE ITEM DETAIL

FY 2019 BUDGET BY FUND

Account Title	Allocated Depts	Board Funded	General Government	Court Revenues	Trust Funds	Total All Funds
Other Operating Costs	5,750	200,626	7,350	93,801	-	307,527
Office Supp & Minor Office Equip	51,650	35,956	20,200	106,850	-	214,656
Computer Software	36,500	1,950	-	500	150,000	188,950
General Oper Supp & Minor Equip	4,680	3,500	3,500	22,420	-	34,100
DP Supplies & Minor DP Equip	222,612	106,498	27,250	-	50,000	406,360
Uniforms And Safety Apparel	2,900	1,944	-	2,300	-	7,144
Memberships And Dues	21,850	8,145	1,200	-	-	31,195
Books And Subscriptions	9,050	30,525	150	1,000	-	40,725
Training/Educational Costs	199,345	61,950	5,540	5,150	17,213	289,198
Employee Tuition Reimbursement	17,000	-	-	-	-	17,000
Operating Expense Allocated In-IT	-	3,344,856	781,432	-	701,263	4,827,551
Operating Expense Allocated In-Other	-	126,231	70,837	474,372	-	671,440
Operating Expense Allocated Out-IT	(4,827,551)	-	-	-	-	(4,827,551)
Operating Expense Allocated Out-Other	(671,440)	-	-	-	-	(671,440)
Operating Expenditure Subtotal	\$ -	\$ 5,240,035	\$ 1,101,290	\$ 1,641,406	\$ 2,154,592	\$ 10,137,323
Capital Outlay						
Computer Equipment	758,100				60,000	\$ 818,100
Fleet Equipment		48,401				48,401
Installed Equipment	35,000					35,000
Computer Software	8,000				10,000	18,000
Capital Outlay Allocated In-IT		555,056	129,674		116,370	801,100
Capital Outlay Allocated Out-IT	(801,100)					(801,100)
Capital Outlay Subtotal	\$ -	\$ 603,457	\$ 129,674	\$ -	\$ 186,370	\$ 919,501
Transfer To BOCC	\$ -	\$ -	27,278	\$ -	\$ -	\$ 27,278
Transfer To State	-	-	-	2,737,504	-	2,737,504
Designated Reserves	-	-	-	-	5,449,038	5,449,038
Grand Total	\$ -	\$ 21,044,455	\$ 8,323,450	\$ 31,393,451	\$ 8,753,535	\$ 69,514,891

BUDGET PROCESS

The process for development and adoption of the Hillsborough County Clerk of the Circuit Court's budget is actually three processes combined into one. The Board of County Commissioner's process is followed for funding provided by the Board. The Florida Clerk of the Courts Operations Corporation's process is followed for Court Related Revenue funding. While any process could be used for preparing the General Government and Special Revenue Funds budgets, the BOCC process is generally used.

BOCC PROCESS

Following the effective date for Article V implementing legislation, July 1, 2004, the funding provided to the Clerk's Office from the BOCC was reduced dramatically. However, approximately 36% of the budget is still provided by the BOCC and their process is followed for making that request.

In January, the County's Budget Officer, the County Administrator, through the County's Management and Budget Department, will distribute instructions for budget preparation and submission to the various agencies and departments funded by the BOCC. While those instructions may be modified from year to year, the two most important items have been in place since FY 1996: Decision Units for justifying budget requests and the Biennial Budget Process.

Decision Units – The decision unit process is the tool that the County Administrator and the BOCC uses to make funding decisions for the upcoming fiscal year. The decision unit form requires the requesting agency or department to detail the costs for each program, the number of positions required, what performance measure levels are expected to be achieved with the funding level requested, and narrative justification and explanation of the funding request(s). The process involves three levels of service for each program: Continuation, New Mandates and Desired. Continuation is the same resources provided now only adjusted for inflationary cost increases. New Mandates are additional resources needed to meet new directives from the Federal or State governments or to enact policies already approved by the BOCC. Desired requests are additional resources needed to meet increased demand for the service provided or enhancements desired for the program. Desired requests are also used for new programs the agency or department would like to implement.

Biennial Budget Process – The Board's biennial budget process requires that a two-year budget be developed every other year. The first year of the budget will be adopted in accordance with State Statutes, while the second year is a planned budget. The second year is then updated in the "off-year" to reflect any changes to revenue or cost assumptions used in the two-year budget then adopted in accordance with State Statutes. The main reason for preparing a two-year budget is to provide a better tool for planning and weighing competing interests for resources. The goal is to plan major programmatic and policy decisions in the two-year budget and be sure that it can also be afforded in the second year as well. It does require more work to develop a two-year budget, but it provides agencies and departments a lighter workload in the "off-year" since only changes to the Planned Budget need to be requested.

Statutorily, the BOCC funding requests from all Constitutional Officers, including the Clerk, is due to the Board by June 1. However, in accordance with Chapter 129.03(2), Florida Statutes, the BOCC passed a resolution requiring the Sheriff, Clerk, and Supervisor of Elections to submit their tentative budgets by May 1. The BOCC's final approval of the budget comes in late September at the 2nd of two state required budget public hearings.

BUDGET PROCESS

CCOC PROCESS

Implementing legislation of Article V required a new budget process for Clerks as it pertained to their court-related functions effective July 1, 2004. A budget cap system was introduced and was adjusted each year for changes in court fees and fines collected – a system called rebasing. The final court related budget was approved by the Florida Legislature, but the budget request system was developed and is administered by the Clerk of the Courts Operations Corporation (CCOC) under contract with the Florida Department of Financial Services. Effective July 1, 2009, this system was modified. The budget cap and rebasing system were replaced with a State Appropriation from the Clerk of Courts Operations Trust Fund. The CCOC Trust Fund was funded by the Court Fees, Fines & Service Charges that were formerly retained by the individual Clerks for Court Operations. The budget request was still submitted to the CCOC and approved by the Legislature, but there was no per se budget cap related to revenue for each individual Clerk. There was however a de facto cap overall for the Clerks based on the new Trust Fund balance. Effective July 1, 2013, the system was modified again. The most important change was that Court Fees, Fines & Service Charges are retained locally and any fees received in excess of one-twelfth of the CCOC approved budget are remitted to the CCOC Trust Fund each month.

Rebasing – The first fiscal year of the new system for court-related budgets, FY 2005, Clerk’s were allowed to increase their FY 2004 court-related budgets (the last year of County responsibility for those costs) by 3%. In FY 2006, they were allowed to increase the budgets by the projected change in court-related revenues from FY 2005 to FY 2006. In other words, if revenues were projected to increase by 5%, then the budget cap would increase by 5%. An additional adjustment was made beginning with the FY 2007 budget. Before changing the budget for the projected increase in revenues, the prior year cap was rebased for the actual change in revenues from July - June of the previous year. In other words, if the projected revenue growth was 5%, but the growth was actually 3%, the budget was rebased 2% lower. Not every Clerk’s revenues matched their expenditure caps. Some brought in more revenue than the cap and some brought in less than the cap. If the Clerk’s estimated court-related revenues were in excess of the approved expenditure budget, the excess was remitted to the Clerk of Courts Trust Fund in monthly installments. If the Clerk’s estimated court-related revenues were insufficient to fund the approved budget, monthly installments were remitted from the Clerk of Courts Trust Fund. Hillsborough County was an “excess” County in all five years under this system.

State Appropriations – The FY 2010 was the first budget under the State Appropriations system. Being such, the budget process was a transitional one. The Legislature set the appropriation level (\$451 million) for all Clerks and left the CCOC to determine the actual allocation to each Clerk. The appropriation was based on the State Fiscal Year – i.e., from July 1, 2009 through June 30, 2010. All Court Fines, Fees and Service Charges were submitted to the Clerk of Courts Operations Trust Fund and operational funding was remitted from the Trust Fund to the Clerks in equal monthly installments. Beginning in State Fiscal Year 2011, the individual Clerks submitted budget requests to the CCOC by October 1 and the total operational budgets for all of the Clerks were submitted to the Legislature by December 1. The budget requests were compared by unit costs, i.e. per case/defendant, for each Court Division – Circuit Criminal, County Criminal, Juvenile Delinquency, Criminal Traffic, Circuit Civil, County Civil, Probate, Family Law, Juvenile Dependency, and Civil Traffic. The approved budget actually set the unit cost rate and the total budget was the unit cost times the projected caseload. At the end of the third quarter of the State Fiscal Year (March), the total budget was adjusted for actual case volume in the first three quarters. However, it was only decreased if the volume is lower. In addition, the total budget for the Clerks came from the Clerk of Courts Operations Trust Fund, so if revenue was insufficient to fund the appropriations, mid-year adjustments were a likely possibility.

BUDGET PROCESS

Revenue Model – The basis for Court Operations budgets was changed for FY 2015 and the process brings together portions of the two previous models. The Clerks now retain revenues locally and only remit to the CCOC those fees collected each month that are in excess of 1/12 of their approved budget. The quarterly true-up provisions have been eliminated. For those Clerks that are projected to receive less in fees than their approved budgets, the CCOC remits the projected deficit in monthly installments. In addition, the budgets are developed and approved on a local Fiscal Year basis (October 1 – September 30). The budgets are reviewed similar to how they were under the State Appropriations process – comparison of unit costs to Clerks of similar populations and case loads. However, they were not approved as part of the State Appropriations process during the Legislative Session, but rather by the Legislative Budget Commission (LBC) in August & September through FY 2017. The Clerk’s budget approval process was removed from the LBC for FY 2018 and 2019. The CCOC approved the FY 2018 and FY 2019 budgets based on projected revenues state-wide.

Budget Submission – The Clerk of Courts Operations Corporation is composed of all 67 Clerks who elect an Executive Council to oversee the Clerks’ court-related budget process. Through the FY 2010 budget process, the CCOC staff submitted budget instructions and forms for the upcoming fiscal year’s budget in the Spring. While the forms changed over the five years of the system, the basics did not. First, the expenditure cap was rebased as described above and revenues were estimated to determine the new expenditure cap – except FY 2010 when the cap had already been determined based on Legislature’s Appropriation. Second, FTE counts by function were listed and overhead positions were allocated among the various Clerk functions based on FTE count. Next, budgets by Personal Services, Operating Expenditures and Capital Outlay were listed among the various Overhead (Administration, Accounting, etc.) and Court areas (Circuit Criminal, County Civil, Traffic, etc.). The final step was to estimate case loads. The forms allocated the overhead budgets based on the FTE distribution and a budget was calculated for each Court area. The forms also checked that the expenditure cap had not been exceeded. The budget was due to the CCOC by August 15. After review by CCOC staff and approval by the Executive Council, the budgets of all 67 Clerks were forwarded to the Legislature for final approval.

The FY 2011 budget changed the timetable in that it had to be submitted to the CCOC by October 1, 2009. Unit Cost calculations were added based on survey data from the Clerks and historical cost data for the various Court areas. Other than the unit cost data, very little about the forms changed. However, as the CCOC reviewed the requested budgets it became clear that the information was insufficient for the review needed, so the forms were changed for the FY 2012 budget submission due on October 1, 2010. Most of these changes dealt with questions that the Council used to determine why unit costs differ – multiple courthouses, insurance costs, unions or civil service, judicial administrative orders, etc. There were no major changes to the process for FY 2013 and FY 2014.

Beginning with the FY 2015 budget, the timing of the budget request changed. The budget request was due to the CCOC by June 1. The CCOC reviewed the requested budgets and submitted their recommendations to the Legislative Budget Commission by August 1. The Legislative Budget Commission had until October 1 to either approve or modify the recommendation. The FY 2015, FY 2016 and FY 2017 budgets were developed under this same process.

The FY 2018 budget changed the budget process again. The budget request was due to the CCOC by June 1 but the CCOC no longer has to submit their recommendations to the LBC. The CCOC approves each Clerk’s budgetary authority beginning with FY 2018. The CCOC presents the revenue estimates received from all 67 Clerks to the Article V Revenue Estimating Conference (REC). The REC considers these estimates in addition to information from economists and demographic/population forecasts to adopt statewide revenue projections for the Clerks of Court. Pursuant to statute, the CCOC cannot approve budgets that exceed the revenue estimates provided

BUDGET PROCESS

by the REC. Therefore the REC revenue projections become the basis for the total budget authority approved by the CCOC regardless of the Clerk's funding needs or funding request. The CCOC apportions the total budget authority across the 67 Clerk's Offices to give each Clerk their approved budget for the next fiscal year.

In addition to the budget submission, periodic reporting on court-related functions is required. Revenue and expenditure reports are required to be submitted monthly. Collection rate, juror costs, caseload and timeliness performance measure reports are submitted quarterly.

INTERNAL PROCESS

The internal budget process starts in early February with distribution of the budget instructions to the Department Directors. Generally, the BOCC budget process, specifically decision units and the biennial process, is followed. The requests from the Department Directors are due in mid-March to allow sufficient review time by the Budget Manager, Chief Deputies and the Clerk prior to the May 1 deadline for BOCC budget submission. During that time, personnel and operating cost assumptions are developed by Budget and Purchasing. In April, final budget decisions relating to departments and information technology projects are made by the Clerk.

During May and June, revenue estimates for Court Fees, General Government Fees and Special Revenue Fund Fees are finalized. The final budget for all funding sources is filed with the Board of County Commissioners by September 1.

BUDGET AMENDMENTS

Departments can request mid-year amendments to the adopted budget if needed. Requests to realign the budget between personnel, operating and capital can be approved by the Clerk. The Clerk can also approve realignments between departments within the same funding source and changes to the overall funding for General Government or Special Revenue Funds, assuming revenue is available.

Requests for additional Board Funding must be submitted to the Board of County Commissioners for approval. The procedure is to have a budget amendment request placed on the Board's agenda that appropriates funding to the Clerk from the General Fund Reserve for Contingency. Due to the BOCC policy regarding appropriations from General Fund Reserve for Contingency, a supermajority vote is required for approval.

Prior to the change to a State Appropriations budget, amendments to the Court Fee budget were submitted to the CCOC on a budget amendment request form. If the amendment was to increase the budget to the expenditure cap or to receive extra funding from the Trust Fund due to a revenue shortfall, then the CCOC Executive Council could approve it. However, these types of amendments did not change the expenditure cap. If the amendment required an increase in the expenditure cap final approval had to come from the Legislative Budget Commission. The only two reasons that allowed an increase in the cap were the assignment of new judges to the county or a new mandate from the Legislature or State Court System. There was not a specific provision for budget amendments in the State Appropriations procedure. In the new Revenue Model, amendments can be requested from a small reserve that is approved by the Legislative Budget Commission and it is for unforeseen mandatory expenditures. The budget amendment request is forwarded to the CCOC and must be approved by the Executive Council.

ACCOUNTING CONCEPTS

The Clerk's accounting records are organized as a fund with assigned account groups, each of which is treated as a separate accounting entity. The operation of each fund is accounted for with a separate set of self-balancing accounts that are comprised of the assets, liabilities, fund balance, and revenue and expenditure activity. The Clerk's resources are allocated to and accounted for in individual funds based upon the purpose for which they are to be expended and the methods utilized to control the expending activity.

The purpose of the Clerk's various funds are as follows:

Governmental Fund Types:

General Fund - used to account for all resources and expenditures except those that are required to be accounted for in another fund. The General Fund includes Clerk's Administration, Clerk to the Board activity, Recording and Information Technology. The Clerk uses three General Funds to account for all operational revenues and expenditures that are Non-Court related. The General Fund revenues and expenditures are budgeted and accounted for using modified accrual accounting basis of accounting. Modified accrual accounting basis recognizes revenues when they are received or when they may be received soon thereafter to pay for current liabilities. Expenditures and the related liability are recognized as soon as the goods or services are substantially received. The Clerk utilizes encumbrance accounting for budgetary expenditure control within the General Funds.

Special Revenue Funds – used to account for revenues received from a specific source and that have legal restrictions to expenditures for specific purposes or functions. This includes the Court Operations Special Revenue Fund, the Public Records Modernization Trust Fund, the Court Technology Trust Fund, the Foreclosure Public Education Trust Fund and the Court Operations Fine Trust Fund. These funds are restricted to use in Court operations, records modernization, technology enhancements or foreclosure education for the public. Each special revenue fund has different restrictions that are placed on the fund by Florida Statutes. Special revenue funds are budgeted, revenues and expenditures are recognized, and liabilities are recorded based on the modified accrual basis of measurement. The Clerk utilizes encumbrance accounting for budgetary expenditure control within the Special Revenue Funds.

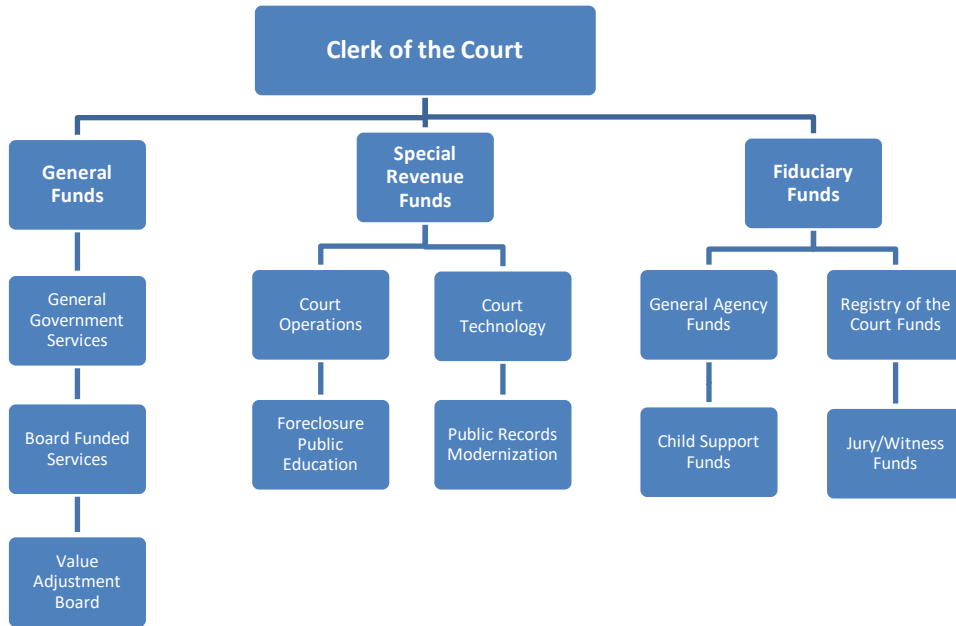
Fiduciary Fund Types:

Trust and Agency Funds – used to account for the assets that are held by the Clerk as an agent for individuals, private entities, other governmental organizations, or other funds. Trust and agency funds are funds that consist of assets and liabilities and, as such, a budget is neither required nor prepared for these fund types. These funds consist of General Agency Funds, Registry of the Court Funds, Jury/Witness Funds and Child Support Funds.

All budgets and accounting is performed or prepared in accordance with generally accepted accounting principles (GAAP) and the Clerk's funds and accounts follow the State of Florida Uniform Chart of Accounts.

ACCOUNTING CONCEPTS

The following chart depicts the relationship between the various funds of the Clerk of the Circuit Court and the major functional areas. As stated earlier, the General Fund and the Special Revenue Funds are the only funds that require a budget and are the funds included within the budget book.



Budgeted Governmental Funds

Non-Budgeted Fiduciary Funds

Departments and Programs funded in General Funds

- Clerk’s Administration, Internal Audit & Records Management
- Finance, Accounting and Budget
- Payroll
- Training and Development
- Board Minutes and Records
- Value Adjustment Board
- Recording
- Tax Deeds
- Imaging
- Information Technology

Departments and Programs funded in Special Revenue Funds

- **Court Operations Special Revenue Fund**
 - ❖ Circuit Court Operations
 - ❖ County Court Operations
 - ❖ Jury Operations
 - ❖ Juvenile Operations
 - ❖ Probate & Mental health
 - ❖ Satellite Operations
 - ❖ Collections

ACCOUNTING CONCEPTS

- **Foreclosure Public Education**
 - ❖ Public Education of homeowner's rights

- **Public Records Modernization Trust Fund**
 - ❖ Records Management Enhancements
 - ❖ Archive Enhancements

- **Court Technology Trust Fund**
 - ❖ Court Automation Enhancement
 - ❖ Court Telecommunication Enhancements

BOARD OF COUNTY COMMISSIONERS FUNDING

All costs related to the Clerk's duties as Ex Officio Clerk to the BOCC, County Auditor, and Custodian of all County funds are budgeted in this funding source, as well as costs related to administration of the Value Adjustment Board. Although not required to by Florida Statutes, the Clerk provides mail services for BOCC departments and those costs are also budgeted in this funding source. Finally, Section 29.008, Florida Statutes requires that the Board of County Commissioners fund all facilities and telecommunications costs for court related functions as well as provide funding for maintenance and operation of the multi-agency criminal justice system. All of these costs not directly paid for by the County, are budgeted in this funding source.

	<u>FY 16</u> <u>Actual</u>	<u>FY 17</u> <u>Actual</u>	<u>FY 18</u> <u>Adopted</u>	<u>FY 19</u> <u>Adopted</u>
<u>Revenue by Type:</u>				
BOCC Funding - VAB	\$ 693,404	\$ 709,740	\$ 696,656	\$ 706,445
BOCC Funding - Clerk to Board	12,717,710	13,514,881	12,627,578	13,115,581
BOCC Funding - Circuit & County Court	5,987,242	5,996,906	6,685,256	7,222,429
BOCC Funding - Interest	19,895	32,976	45,013	-
Total Revenue	\$19,418,251	\$20,254,503	\$20,054,503	\$21,044,455
<u>Expenditures by Department:</u>				
<u>BOCC Services Costs</u>				
Value Adjustment Board	\$ 355,575	\$ 457,072	\$ 639,338	\$ 646,461
County Audit	727,957	792,125	883,019	884,924
Payroll	781,012	855,342	796,652	805,365
County Finance	4,018,476	4,507,370	4,754,265	5,047,224
Board Records	358,535	332,386	550,272	401,822
Enterprise Solutions and Support	944,757	1,068,087	1,204,535	1,218,546
Board Services	479,651	526,092	562,041	595,406
Mail Services & Purchasing	399,580	380,953	422,011	485,501
Non-Departmental Clerk to Board	93,223	-	-	280,222
Clerk to Board Overhead & IT	2,527,473	2,826,114	3,184,614	3,449,301
Clerk to Board Technology Projects	2,311,378	2,102,566	372,500	7,254
<u>Circuit Court Costs</u>				
Clerk's Administration	56,464	123,470	70,601	68,301
Human Resources	-	-	5,500	3,000
CCC Accounting	850	900	9,830	4,500
Training and Development	-	-	-	600
Official Records	-	-	8,500	8,600
Court Operations Management	105,701	41,267	96,781	93,450
Jury Services	3,814	3,280	5,396	3,550
Plant City	4,855	9,626	16,076	16,076
Brandon & Southshore Regional Svc Ctrs	6,742	8,716	18,200	9,000
Records Management	68,622	56,106	100,375	94,700
Imaging	1,757	1,757	9,500	1,500
Customer Service Center	1,816	16,288	19,400	6,500
Civil Court Processing Center	939	8,066	9,250	1,500
Correspondence & Mail Processing	309	-	-	-
Criminal Court Processing Center	4,965	31,199	37,450	9,950
Social Service-Related Processing Center	1,587	6,957	8,500	2,500
Non-Departmental Circuit Court	46,424	4,418	325,179	704,400
Court Technology - IT	5,154,476	5,402,136	5,944,718	6,194,302
Total Expenditures	\$18,456,937	\$19,562,294	\$20,054,503	\$21,044,455
Residual Equity to BOCC	\$ 961,314	\$ 692,209	\$ -	\$ -
Funded Positions	107	107	107	107

GENERAL GOVERNMENT FUND

All costs related to the Clerk's role as County Recorder are budgeted in this funding source, as well as all other non-court related clerk functions that charge a fee for service. As is the case with all government funding, expenditures must be for a public purpose, but that is the only restriction on these revenues. Therefore, depending on the availability of funds, service improvement and/or long term cost savings initiatives are also budgeted in this funding source. Any revenues in excess of expenditures at year end are remitted to the Board of County Commissioners.

	FY 16 Actual	FY 17 Actual	FY 18 Adopted	FY 19 Adopted
<i>Revenue by Type:</i>				
Recording Fees	\$ 4,570,793	\$ 4,910,835	\$ 4,800,900	\$ 4,757,350
Other Recording Revenue	1,208,410	1,289,276	1,370,200	1,266,500
Marriage Licenses	462,420	480,174	533,615	471,700
Tax Deeds	74,063	86,047	76,700	118,000
Passports	338,648	270,690	301,000	219,700
Other Service Charges	149,479	182,197	157,200	157,200
IT Charges - External	11,050	9,950	20,000	20,000
Title IV-D Reimbursement	1,126,533	1,201,639	1,252,631	1,300,000
Interest Earnings	11,665	21,859	15,600	13,000
Total Revenue	\$ 7,953,060	\$ 8,452,667	\$ 8,527,846	\$ 8,323,450

Expenditures by Department:

Clerk's Administration	\$ 187	\$ 85,948	\$ 135,074	\$ 138,136
Official Records	2,109,964	2,206,854	2,574,509	2,574,529
Plant City	152,798	168,488	166,165	167,227
Brandon & Southshore Regional Svc Ctrs	519,802	523,752	499,212	516,155
Tax Deeds	431,616	462,515	454,910	487,892
Imaging	-	-	257,743	259,293
General Gov't Overhead & IT	1,347,093	1,478,275	1,784,821	1,935,646
General Gov't Technology Projects	524,128	150,150	-	-
Title IV-D In (Family Law)	1,152,821	1,230,595	1,252,631	1,300,000
Non-Departmental Costs	5,016	593	534,413	224,000
IT Services - External	11,050	9,950	20,000	20,000
Civil Court Technology - IT	535,100	573,918	643,368	673,294
Adult Pre-Arrest Diversion Program	-	480	5,000	-
Total Expenditures	\$ 6,789,575	\$ 6,891,517	\$ 8,327,846	\$ 8,296,172

Transfer to BOCC (Excess Fees)	\$ 1,163,485	\$ 1,561,150	\$ 200,000	\$ 27,278
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Funded Positions	57	56	60	60
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COURT-RELATED REVENUE FUND

All Circuit and County Court operational expenditures authorized to be paid for from court-related revenues pursuant to Chapter 28.35, Florida Statutes, are budgeted in this funding source. These functions include: case maintenance, records management, court preparation and attendance, processing the assignment, reopening and reassignment of cases, processing appeals, collection and distribution of court-related revenues, payment of jurors and witnesses, processing of jurors, and indigence determinations. Effective October 1, 2013, all court-related revenues authorized to be retained by the Clerks are again retained locally. All fees in excess of the approved court-related budget are remitted to the Florida Department of Revenue for deposit in the Clerk of the Courts Trust Fund.

	FY 16 Actual	FY 17 Actual	FY 18 Adopted	FY 19 Adopted
<u>Revenue by Case Type:</u>				
State Appropriations - CCOC Trust Fund	\$ 1,106,096	\$ 1,113,367	\$ -	\$ 777,960
State Appropriations - Jury Services	150,789	484,754	600,891	600,891
Collections	19,956	14,622	15,600	20,600
Appeals	66,188	66,205	57,000	76,000
Probate	787,787	755,934	750,960	833,000
Circuit Criminal	697,803	688,428	702,800	700,100
County Criminal	643,184	653,464	676,850	842,800
Indigency Screening	5,831	5,213	4,900	5,200
Traffic	8,617,074	9,314,709	11,006,275	11,791,400
Juvenile	60,031	54,907	59,460	63,800
County Civil	6,720,508	7,785,637	7,410,840	8,912,400
Family Law	1,435,097	1,490,579	1,411,040	1,720,200
Circuit Civil	5,138,365	4,527,457	4,134,220	3,822,500
Non-Departmental	1,357,040	1,069,958	1,026,950	1,226,600
Total Revenue	\$ 26,805,747	\$ 28,025,232	\$ 27,857,786	\$ 31,393,451
<u>Expenditures by Department:</u>				
Court Operations Management	1,339,483	1,402,701	1,601,679	1,683,543
Jury Services	233,761	257,862	236,555	241,238
Plant City	1,115,823	1,068,808	1,116,593	1,086,040
Brandon & Southshore Regional Svc Ctrs	463,923	452,113	454,164	463,497
Records Center	-	-	547,461	533,539
Call Center	-	761,713	956,093	1,033,902
Customer Service Center	4,294,565	4,469,929	4,472,339	4,669,146
Civil Court Processing Center	3,742,163	3,847,130	4,023,609	4,121,627
Correspondence & Mail Processing	1,128,402	132,352	-	-
Procedures & Training Center	-	32,020	706,771	474,096
Criminal Court Processing Center	8,470,712	8,671,933	9,013,141	9,114,326
Social Service-Related Processing Center	1,361,597	1,495,661	1,545,571	1,547,485
Courts Overhead	3,576,652	3,447,604	3,842,332	4,313,641
Non-Departmental	-	-	-	313,867
Juror Costs	180,168	249,854	360,000	360,000
Title IV-D Out (Family Law)	(1,152,821)	(1,230,595)	(1,252,631)	(1,300,000)
Total Expenditures	\$ 24,754,427	\$ 25,059,083	\$ 27,623,677	\$ 28,655,947
Beginning Fund Balance	\$ -	\$ 9,493	\$ -	\$ -
Excess Fees to State	2,041,827	2,975,642.91	234,109	2,737,504
Ending Fund Balance	\$ 9,493	\$ -	\$ -	\$ -
Funded Positions	426	398	408	402

ALLOCATED DEPARTMENTS

The costs for administrative overhead and technology operations costs are budgeted in this funding source. The overhead departments are allocated to the applicable funding source based on the number of positions budgeted in the funding source. Information Technology (IT) is allocated based on position count as well. However in compliance with Chapters 28.36, 28.24 and 29.008, Florida Statutes, the IT portion attributable to court operations is allocated to BOCC funding for Criminal Courts IT, while a combination of General Government & Court Technology Trust Fund is utilized for Civil Courts IT.

	FY 16 Actual	FY 17 Actual	FY 18 Adopted	FY 19 Adopted
<u>Revenue by Source:</u>				
BOCC Funding	\$ 7,681,949	\$ 8,228,250	\$ 9,129,332	\$ 9,643,603
Court Fees Funding	3,576,652	3,447,604	3,842,332	4,313,641
General Government	1,893,243	2,062,143	2,448,189	2,628,940
Court Technology TF	1,507,037	1,566,275	1,712,527	1,781,168
Court Operations TF	237,172	233,779	-	-
Total Revenue	\$ 14,896,054	\$ 15,538,051	\$ 17,132,380	\$ 18,367,352
 <u>Expenditures by Department:</u>				
<u>Overhead</u>				
Clerk's Administration	\$ 1,540,070	\$ 1,400,030	\$ 1,441,940	\$ 1,591,203
Human Relations	569,457	619,875	657,951	719,869
Mail Services & Purchasing	407,581	352,033	361,250	366,359
CCC Accounting	1,698,372	1,775,485	1,924,072	1,945,367
Training and Development	-	-	-	395,856
Records Management	226,480	205,189	263,106	267,032
Call Center	283,621	326,320	310,225	323,843
Non-Departmental Allocations	189,451	170,956	210,000	225,000
Clerk (Executive)	240,873	243,336	246,241	271,120
<u>Information Technology</u>				
Systems Administration & Operations	3,001,213	2,900,773	3,287,305	3,108,088
Court Solutions & Support	2,237,228	2,586,496	2,545,774	2,612,769
Enterprise Solutions & Support	1,747,535	1,988,294	2,254,860	2,451,758
Enterprise Technical Support	1,912,005	2,190,768	2,698,376	3,011,658
Enterprise Program Management Office	842,166	778,494	931,280	1,077,430
Total Expenditures	\$ 14,896,054	\$ 15,538,051	\$ 17,132,380	\$ 18,367,352
Funded Positions	116	111	111	117

COURT OPERATIONS TRUST FUND

Per Section 28.37 (2) Florida Statutes, 10 percent of all court-related fines collected by the clerk shall be deposited into the clerk's Public Records Modernization Trust Fund to be used exclusively for additional clerk court-related operational needs and program enhancements. This provision was authorized by the Legislature effective July 1, 2009.

Senate Bill 2506 redirected this revenue to Court Operations effective June 17, 2017. This trust fund was fully expended on 9-30-17

	FY 16 Actual	FY 17 Actual	FY 18 Adopted	FY 19 Adopted
<u>Revenue by Type:</u>				
Traffic Fines - 10%	\$ 984,125	\$ 799,987	\$ -	\$ -
Other Fines - 10%	314,216	251,163	-	-
Interest Earnings	4,241	3,827	-	-
Total Revenue	\$ 1,302,582	\$ 1,054,977	\$ -	\$ -
<u>Expenditures by Department:</u>				
Clerk's Administration	\$ 1,324	\$ -	\$ -	\$ -
Records Management	185,687	425,982	-	-
Imaging	694,148	242,509	-	-
Centralized Procedures & Training	588,259	558,063	-	-
Criminal Court Processing	-	129,457	-	-
Courts Overhead	237,172	233,779	-	-
Non-Departmental Expenditures	-	178,548	-	-
Court Operations Projects	4,326	-	-	-
Total Expenditures	\$ 1,710,915	\$ 1,768,338	\$ -	\$ -
Net Revenues over Expenditures	\$ (408,333)	\$ (713,361)	\$ -	\$ -
Beginning Fund Balance	\$ 1,121,694	\$ 713,361		
Reserve for Future Projects	\$ 713,361	\$ 0	\$ -	\$ -
Funded Positions	32	27	0	0

COURT TECHNOLOGY TRUST FUND

This is the primary funding source for Civil Court Technology costs and depending on the availability of funds will from time to time have budget for technology projects that are court related. The revenue source is 47.5% (\$1.90) of a \$4 per page service charge on documents recorded in Official Records per Section 28.24(12), Florida Statutes and its use is restricted to court-related technology needs of the Clerk as defined in Section 29.008, Florida Statutes. This is a Special Revenue Fund and any excess funding at the end of the fiscal year is retained by the Clerk to fund technology needs in future year budgets.

	FY 16 Actual	FY 17 Actual	FY 18 Adopted	FY 19 Adopted
<i>Revenue by Type:</i>				
Recording Fees	\$ 2,019,354	\$ 2,130,054	\$ 2,125,400	\$ 2,113,500
Federal Grant - CCIS Interface	-	88,433	-	-
Interest Earnings	6,671	13,532	11,000	18,000
Total Revenue	\$ 2,026,025	\$ 2,232,019	\$ 2,136,400	\$ 2,131,500
<i>Expenditures:</i>				
CCIS Interface Development	\$ 59,110	\$ 5,426	\$ -	\$ -
Courts Technology Projects	-	342,957	100,000	100,000
Civil Court Technology - IT	1,507,037	1,566,275	1,712,527	1,781,168
Total Expenditures	\$ 1,566,147	\$ 1,914,658	\$ 1,812,527	\$ 1,881,168
Net Revenues over Expenditures	\$ 459,878	\$ 317,362	\$ 323,873	\$ 250,332
Beginning Fund Balance	\$ 1,230,363	\$ 1,690,241	\$ 2,018,590	\$ 2,591,840
Reserve for Future Projects	\$ 1,690,241	\$ 2,007,602	\$ 2,342,463	\$ 2,842,172

PUBLIC RECORDS MODERNIZATION TRUST FUND

The revenue source for this fund is a per page service charge, \$1.00 for the first page \$0.50 for each additional page, on documents recorded in Official Records per Section 28.24(12)(d), Florida Statutes. These funds are used exclusively for equipment, maintenance of equipment, training and technical assistance in modernizing the public records system of the Clerk. Since any excess funding at the end of the fiscal year is retained by the Clerk to fund technology needs in future year budgets, this has been the primary funding source for long-term technology projects.

	FY 16 Actual	FY 17 Actual	FY 18 Adopted	FY 19 Adopted
<i>Revenue by Type:</i>				
Recording Fees	\$ 667,014	\$ 703,823	\$ 699,735	\$ 699,735
Interest Earnings	15,925	24,230	20,000	25,000
Total Revenue	682,938	728,053	719,735	724,735
<i>Expenditures:</i>				
Technology Projects - Operating	184,837	290,786	447,300	1,347,329
Technology Projects - Capital	1,256,073	564,692	57,000	70,000
Total Expenditures	\$ 1,440,910	\$ 855,477	\$ 504,300	\$ 1,417,329
Net Revenues over Expenditures	\$ (757,972)	\$ (127,424)	\$ 215,435	\$ (692,594)
Beginning Fund Balance	\$ 4,096,690	\$ 3,338,718	\$ 3,352,305	\$ 3,275,000
Reserve for Future Projects	\$ 3,338,718	\$ 3,211,294	\$ 3,567,740	\$ 2,582,406

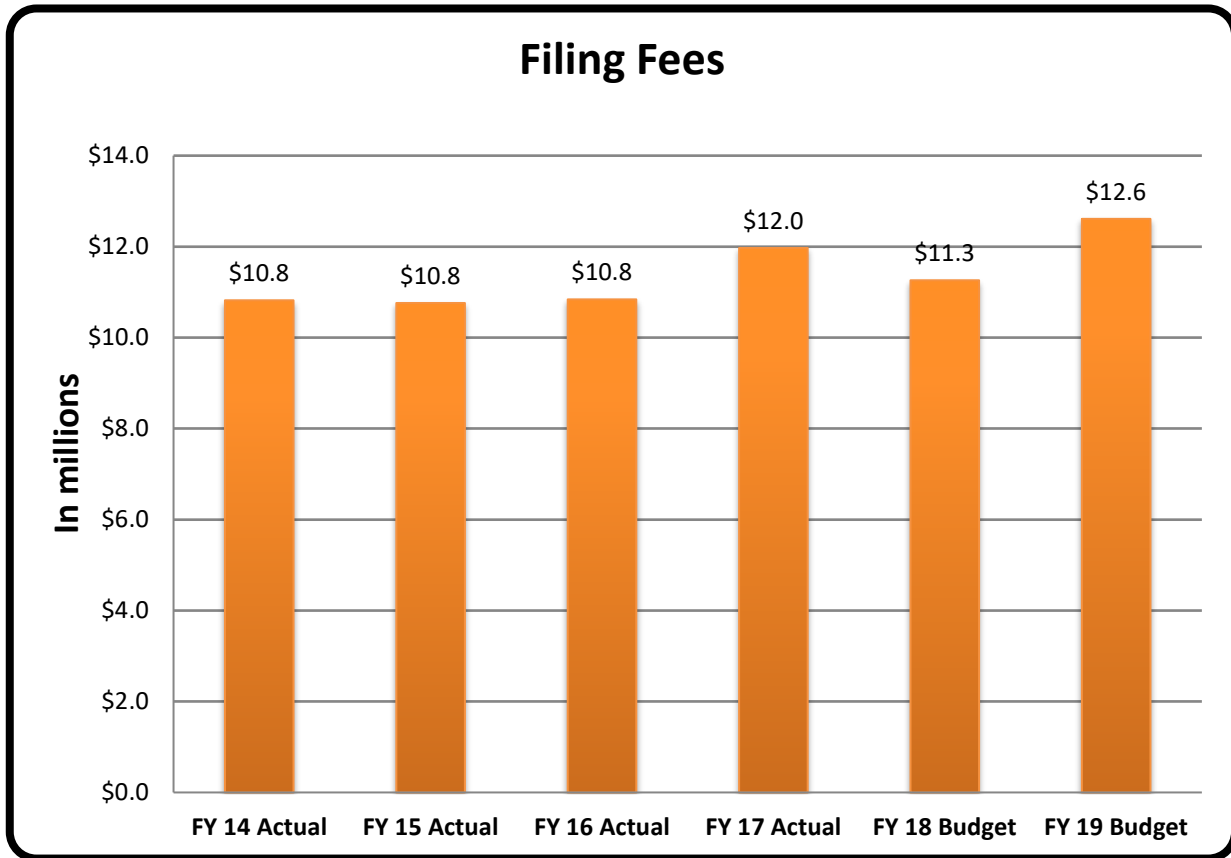
FORECLOSURE PUBLIC EDUCATION TRUST FUND

The revenue source for this fund is \$28 withheld from the surplus of judicial sale proceeds per Section 45.035(2) (a), Florida Statutes. This funding may only be used for purposes of educating the public as to the rights of homeowners regarding foreclosure proceedings.

During Fiscal Year 2015, these funds were used to implement a free Property Fraud Alert System for Hillsborough County. This system monitors documents being recorded in the Official Records of Hillsborough County. When a person signs up to receive property fraud alerts, they will receive notifications whenever a document is recorded in Hillsborough County using his or her name.

	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
<u>Revenue by Type:</u>				
Judicial Sales	\$ 8,572	\$ 8,815	\$ 9,000	\$ 5,500
Interest Earnings	54	152	150	160
Total Revenue	8,626	8,967	9,150	5,660
<u>Expenditures:</u>				
Property Fraud Alert System	\$ 5,700	-	-	6,000
Total Expenditures	\$ 5,700	\$ -	\$ -	\$ 6,000
Net Revenues over Expenditures	\$ 2,926	\$ 8,967	\$ 9,150	\$ (340)
Beginning Fund Balance	\$ 13,462	\$ 16,387	\$ 25,600	\$ 24,800
Reserve for Future Projects	\$ 16,387	\$ 25,354	\$ 34,750	\$ 24,460

COURT RELATED REVENUES



Revenue Base

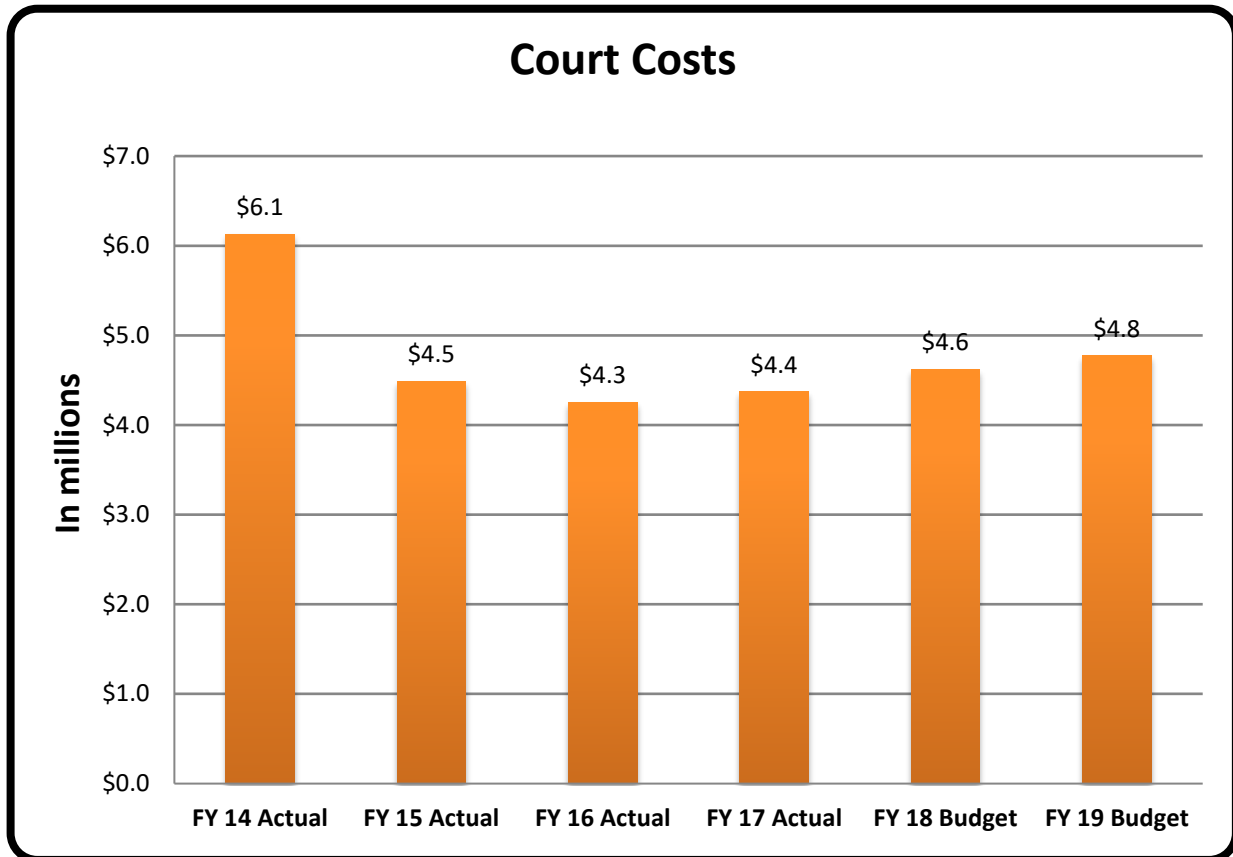
Civil Filing Fees are authorized under Chapters 28.241 (Circuit), 28.2401 (Probate) and 34.041 (County). Generally, the portion of the fee retained for Clerk operations is \$195 per case in Circuit Court. Probate Filing Fees will vary depending on the nature and size of the estate. A summary administration is \$100, while the fee retained for formal administration is \$250. County Court filing fees are as low as \$50 for claims less than \$100 to \$250 for cases between \$2,500 and \$15,000.

Revenue Estimates

Generally speaking filing fees will have an inverse relationship with the economy. As the state of the economy declines, filing fee revenue goes up. Foreclosures, automobile repair disputes, tenant evictions will all rise. Probate cases will not fluctuate with the economy as greatly, but since it is only a small portion of the revenue, the impact is of a small magnitude.

Civil filing fee revenues remained stable between FY 14 and FY 16 and then increased 11% in FY 17. FY 18 estimates were based on actual filing fee revenues in FY 15, FY 16 and the first half of FY 17. During FY 18 we experienced an unplanned increase in small claims cases, so estimates for FY 19 are based on an 11% increase in Filing Fees.

COURT RELATED REVENUES



Revenue Base

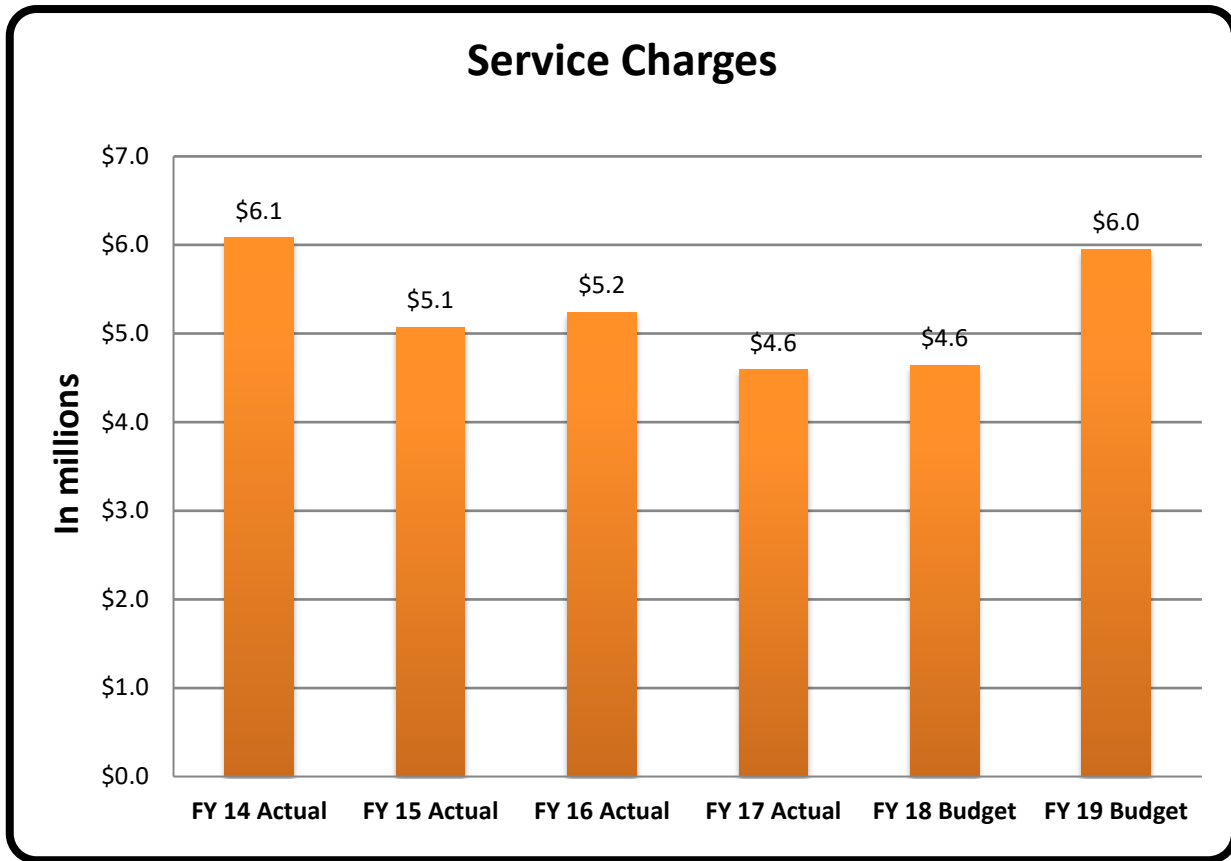
Three-quarters of the Court Costs that are revenue for Clerk operations come from Civil Traffic cases. The Civil Traffic Court Costs are mandated under Chapter 318.18(11), Florida Statutes. The amount of the fee is \$30.00 for a moving violation, \$16.00 for a non-moving violation and \$3.00 for a pedestrian infraction. The remaining court costs come from the Criminal Court areas are mandated under Chapter 938.05, Florida Statutes. The amount of the fee is \$200.00 for a Felony and \$50.00 for a Misdemeanor or Criminal Traffic offense.

Revenue Estimates

Generally speaking, this revenue shows a fairly consistent pattern over the last 10 years, with some peaks and valleys depending on how aggressive the law enforcement jurisdictions are in writing citations. In addition, the collection rate is an issue, especially during periods of high unemployment.

We experienced a significant decline in Court Costs during FY 15 (-26%) but revenue was stable between FY 15 and FY 17. We expect that trend to continue so the FY 18 estimates were based on actual collections in FY 17 with a 6% increase. FY 19 estimates assume a 3% increase over FY 18 estimates, based on an overall steady trend in this revenue source.

COURT RELATED REVENUES



Revenue Base

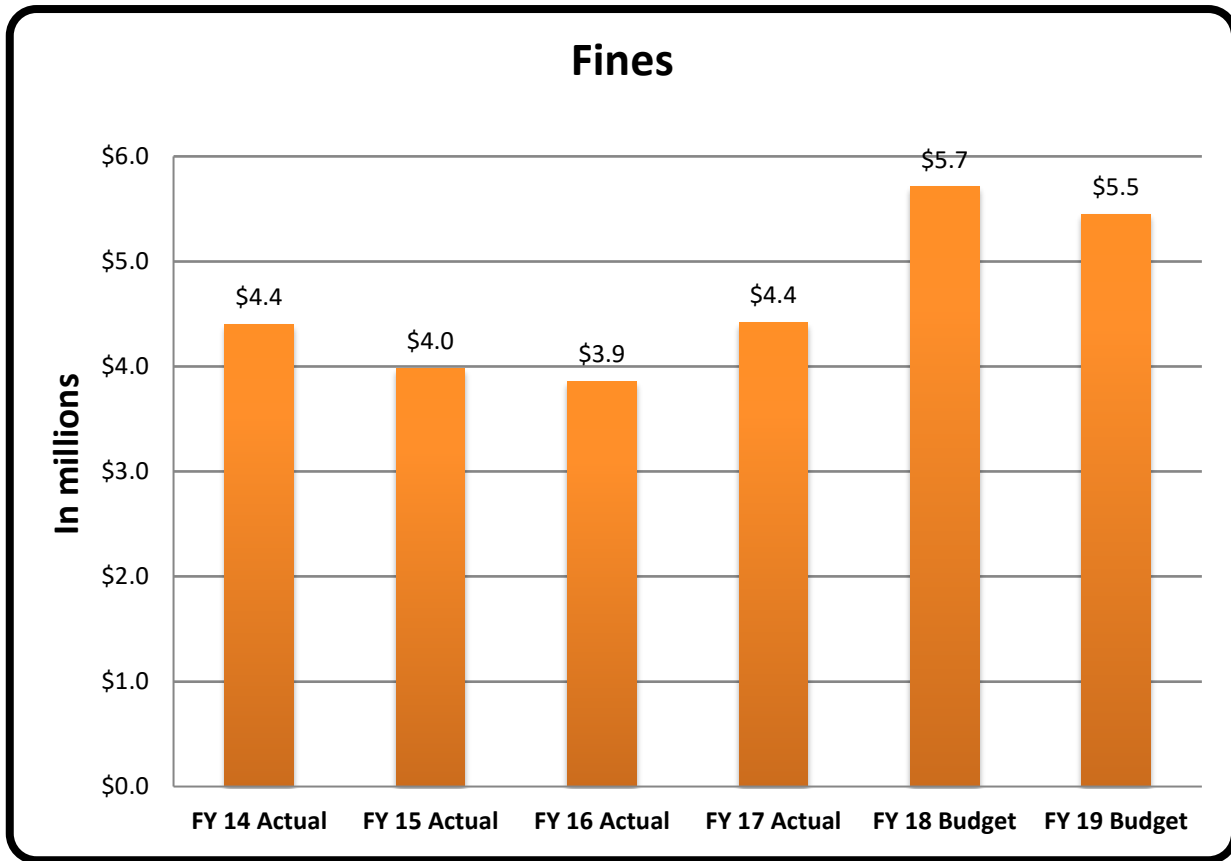
Court-Related service charges are found in various Florida Statutes. They include copying charges, court registry fees, certifying fees, appeal preparation fees, foreclosure processing fees, drivers license reinstatement fees, collection fees, fees for sealing court files or expunging records, family law fees, and record search fees.

Revenue Estimates

Since these charges are collected in all court areas, they are the most stable court-related revenue source and if there is any fluctuation, it is related to an overall change in the number of cases. Revenue declined 16% in FY 15, then remained flat in FY 16. Revenue collected during FY 17 declined 12% from FY 16, a trend that was repeated at Clerk's Offices across the state. Therefore, FY 18 was estimated using the actual collections during the first half of FY 17.

During FY 18, the Clerk began retaining some service charges formerly remitted to the state Department of Revenue under Chapter 2008-111. The FY 19 estimate includes those revenue sources in addition to all other service charges, reflecting a significant increase in Service Charge revenue. Approximately \$2.3 million of the FY 19 estimate is for the new revenue sources.

COURT RELATED REVENUES



Revenue Base

Most of the Civil Traffic Fines are mandated under under Chapter 318.18, Florida Statutes. The base fine for a non-moving is \$30.00 for a moving violation it is \$60.00, and \$15.00. However, the fines will vary depending on the offense and certain moving violations, such as speeding and failure to stop at a signal, carry a significantly larger fine. Distribution of the base fine is outlined in Chapter 318.21, Florida Statutes. If the violation occurs in the Unincorporated area of the County, the Clerk retains 56.9% of the fine. If the violation occurs in one of the cities, the Clerk retains 6.1% of the fine, with the difference of 50.8% being remitted to the city. In accordance with Chapter 775.083, Florida Statutes all criminal fines become Clerk's Revenue. The amount of the fine will vary based on the type of offense, the severity/degree, and whether it is the defendant's first, second, third etc. offense.

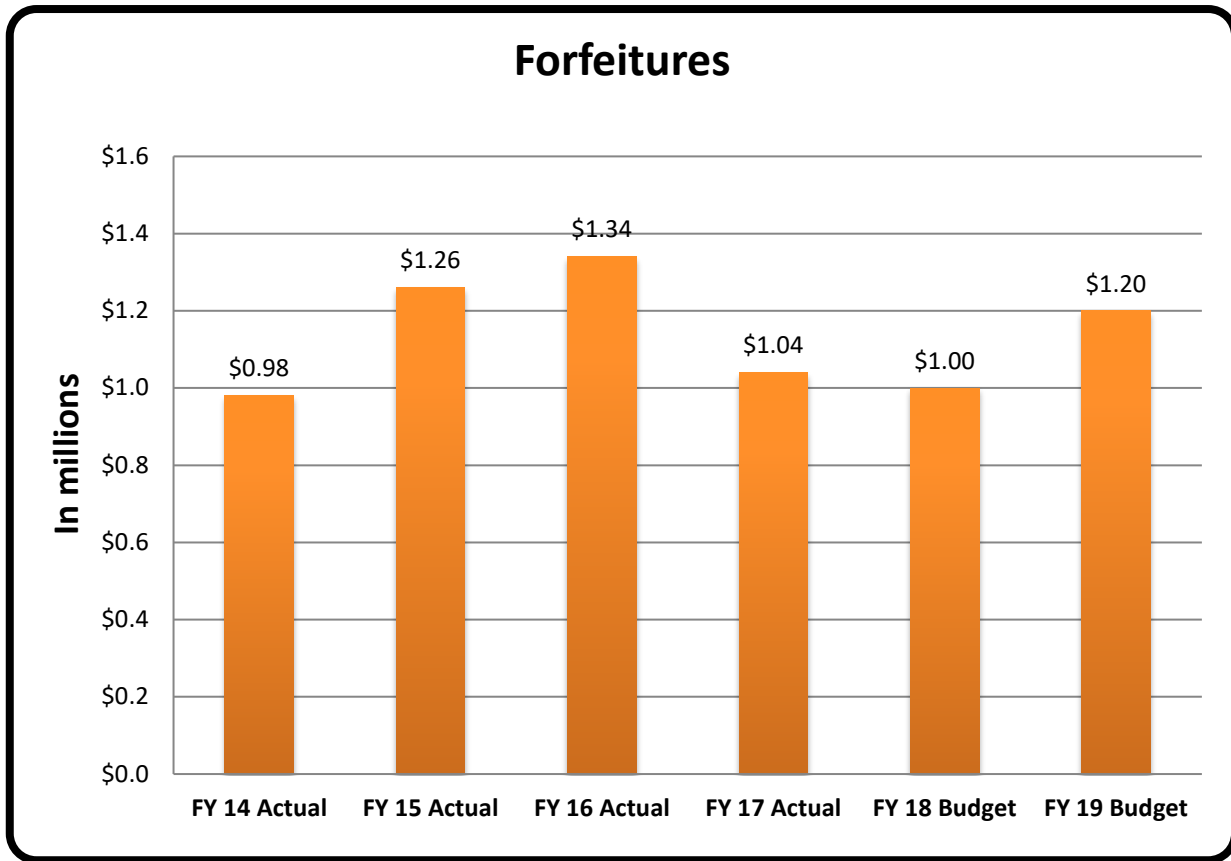
Revenue Estimates

Generally speaking, this revenue shows a fairly consistent pattern over the last 10 years, with some peaks and valleys depending on how aggressive the law enforcement jurisdictions are in writing citations. In addition, the collection rate is an issue, especially during periods of high unemployment.

Revenue during FY 14 increased 2% from the prior year but declined by 9% in FY 15. Revenue from Traffic collections was relatively consistent in FY 15 and FY 16. FY 17 revenue increased by \$500,000, fueled primarily by the passage of SB2506. Prior to that change, FY 17 revenue was consistent with FY 15 - FY 16 collections.

The Florida Legislature passed Senate Bill (SB) 2506 in June 2017, which redirected revenues previously recorded in the Public Records Court Operations Trust fund to the Court Operations Special Revenue Fund. The FY 18 estimate is based on FY 15 - FY 17 collections, including the portion of fines previously posted in the trust fund. The FY 19 estimate is based on actual collections during FY 17 and the first half of FY 18.

COURT RELATED REVENUES



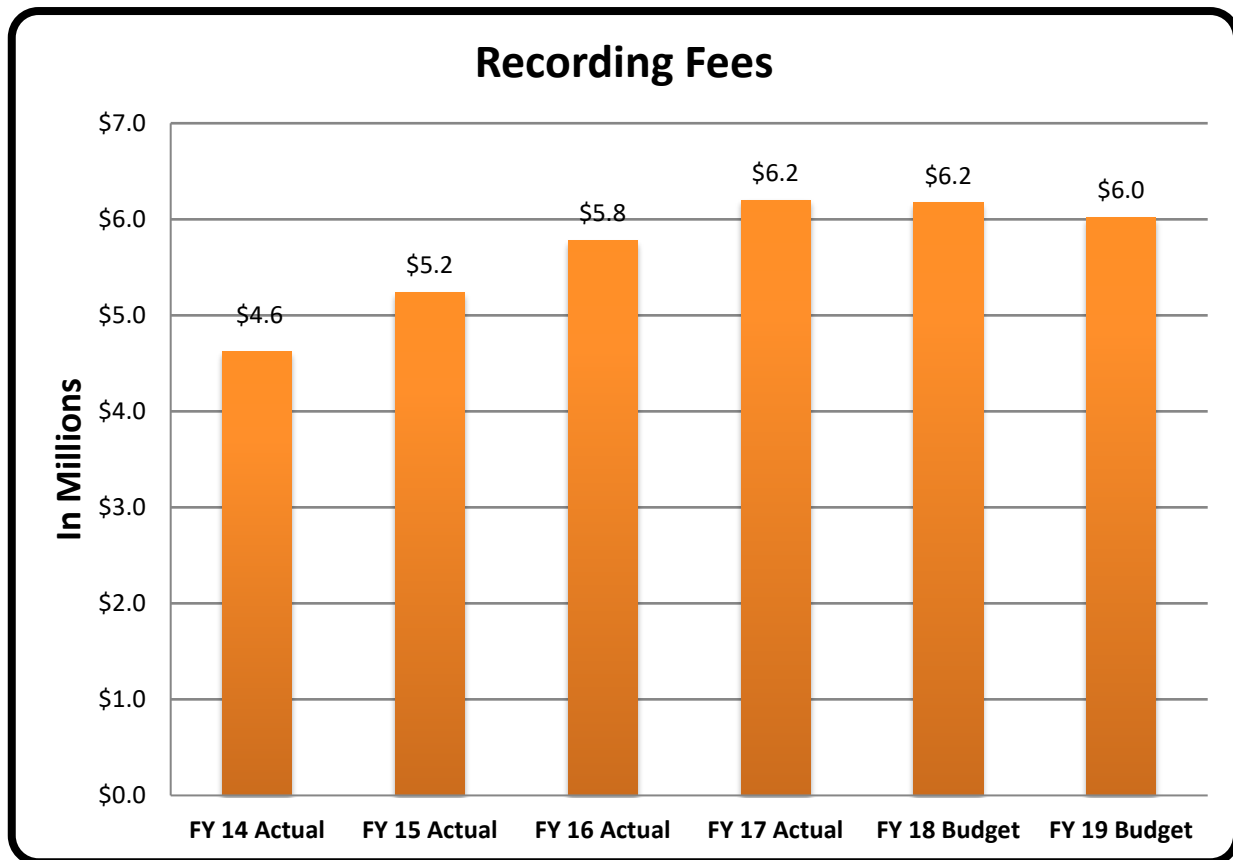
Revenue Base

Chapter 903.26, Florida Statutes directs that forfeited bail bonds become revenues of the Clerk. If there is a breach of the bond and it is not "cured" within 60 days, the bond is considered forfeited. Unclaimed funds, mainly small cash bonds, are also included in this category in accordance with Chapter 116.21, Florida Statutes, but forfeited bonds are the bulk of the revenue.

Revenue Estimates

Forfeiture revenue does not tend to follow any pattern, other than more criminal cases will cause it to be slightly higher. Estimation of the revenue is done by averaging the prior 4 to 5 years.

GENERAL GOVERNMENT REVENUES



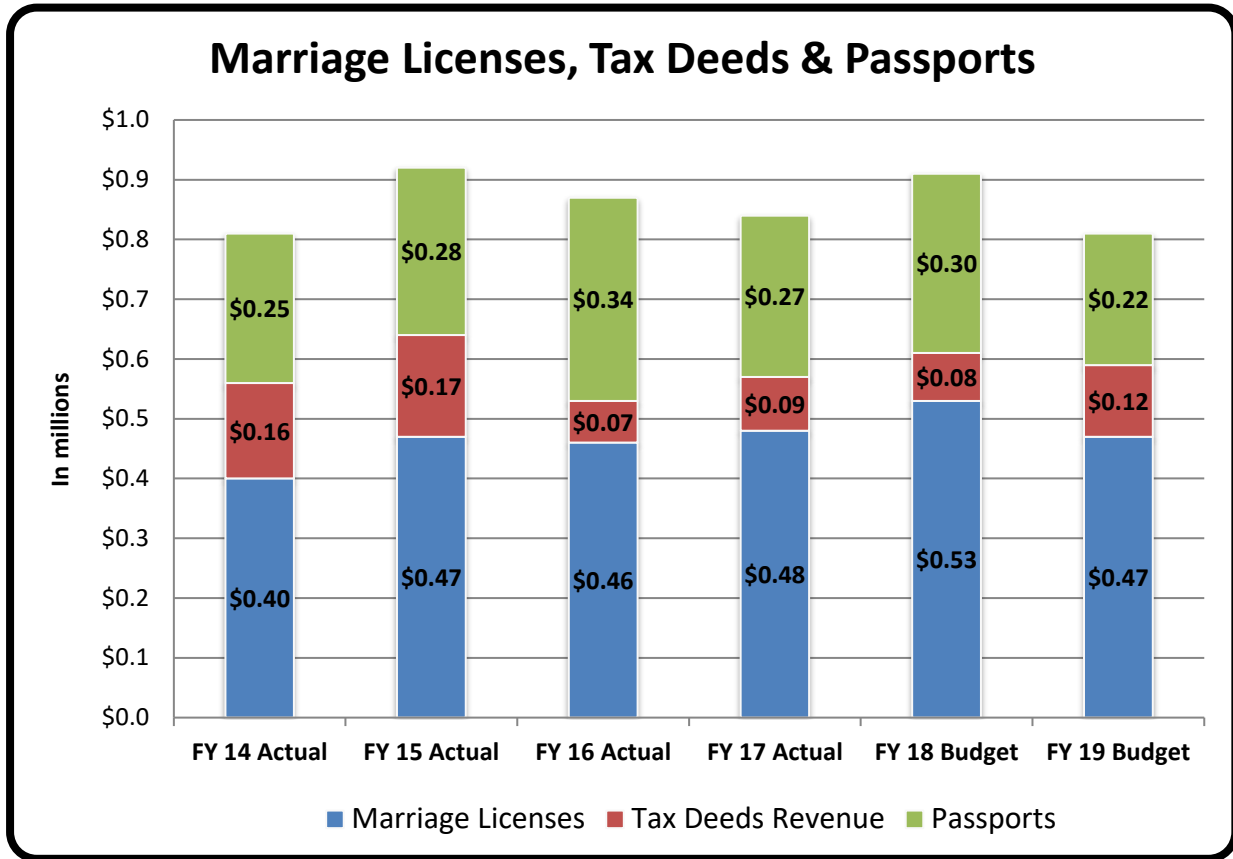
Revenue Base

Recording Charges are those fees authorized under Chapter 28.24 for recording documents in the Official Records of Hillsborough County. The vast majority of these documents are related to real estate transactions. The charges for recording plats and any other instrument larger than 14 inches by 8 1/2 inches is \$30.00 for the first page and \$15.00 for each additional page. The base charge for recording any instrument smaller than that the charge is \$5.00 for the first page and \$4.00 for each additional page. For real estate transactions there is a 0.5% commission on the sales price for collecting documentary stamp taxes (deeds & mortgages) as well as the intangibles tax.

Revenue Estimates

Since the majority of documents required to be recorded are related to real property, this revenue is very much dependent on the real estate market. The sales price is of minor importance (as it only applies to doc stamp tax commissions), but the volume of transactions is very important. The local real estate market in Hillsborough County experienced steady growth between FY 14 and FY 17, though the growth slowed during FY 17. FY 18 estimates were based on actual revenues during FY 16 and the first half of FY 17. When estimating revenue for FY 19, we considered that the volume of documents recorded was stable and consistent between FY 16 - FY 18 so FY 19 was estimated at the same level.

GENERAL GOVERNMENT REVENUES



Revenue Base

All of the General Government fee revenues outlined above are authorized under Chapter 28.24, Florida Statutes. Marriage License fees are \$30.00 for the license and an additional \$30.00 if the Clerk performs the ceremony. Tax Deed sale fees are \$60.00 and an additional \$10.00 for the disbursement of any excess proceeds, if applicable. Passport Fees are \$35 to process the application and an additional \$15 if the Clerk's Office takes the required photographs.

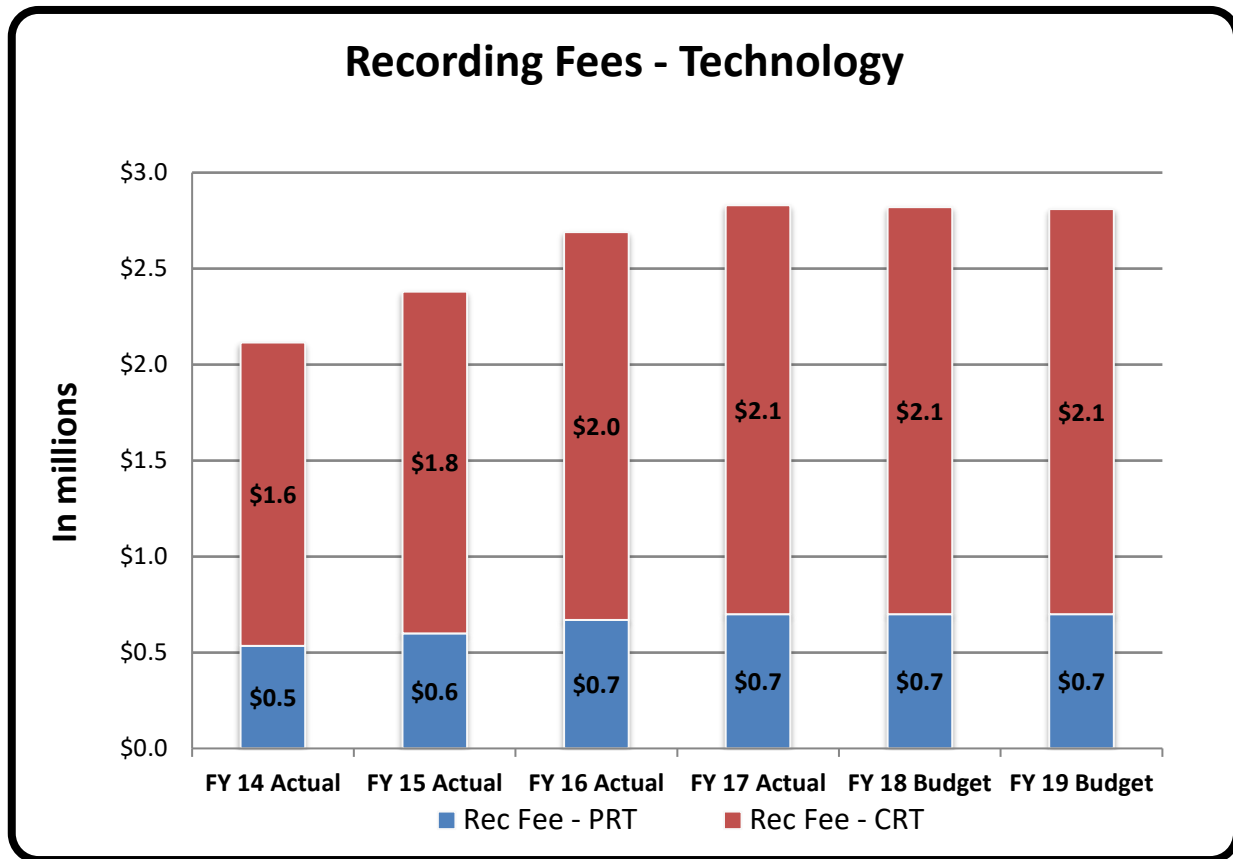
Revenue Estimates

Marriage License fee revenue increased 18% between FY 14 and FY 15, fueled largely by legalizing same-sex marriages in 2015. FY 16 revenue declined slightly and then increased by 4% in FY 17. FY 18 estimates were based on expectations that this revenue stream would continue to grow steadily.

Tax Deed revenue fluctuates greatly from year to year and the pattern does seem to follow economic cycles, but it is a delayed reaction - generally two to three years later. Revenue from tax deed sales was flat between FY 14 - FY 15. However, the amount of property sales for back taxes dramatically declined during FY 16, so revenue was down 56% compared to FY 15. FY 17 revenue increased by 16% but was still less than average. The FY 18 estimate was based on the expectation that revenue would remain stable based on results from FY 16 - FY 17. FY 19 estimates project a 13% increase from actual revenues in FY 18.

Passport revenues generally seem to follow the economy, trending upward as the economy improves though there are some exception years. Passport revenue increased 14% between FY 14 and FY 15 and increased 20% in FY 16. FY 17 revenue declined by 20% for unknown reasons. The FY 18 estimate was based on actual revenues in FY 16 and the first half of FY 17. FY 19 estimates assume the declining trend between FY 17 and FY 18 will continue.

OTHER REVENUES



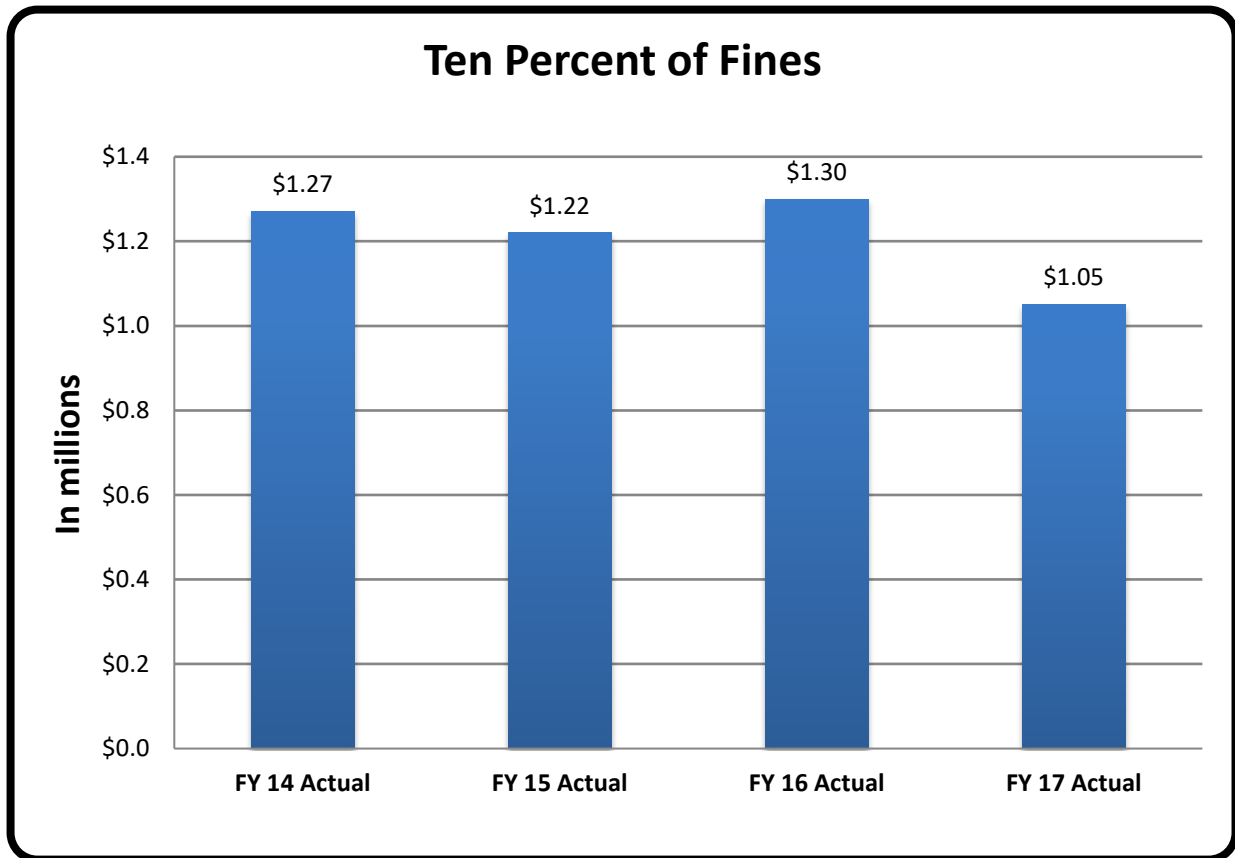
Revenue Base

Technology Recording Charges are those fees authorized under Chapter 28.24 (12)(d&e) for recording documents in the Official Records of Hillsborough County. The vast majority of these documents are related to real estate transactions. These are additional recording charges of \$1.00 for the first page and \$0.50 for each additional page specifically for technology needs of the Clerk's Office (**PRT**) and \$4.00 per page for technology needs of the State Court System (**CRT**). The Clerk retains all of the Records Modernization fee (**PRT**) and \$1.90 of the Court Technology fee (**CRT**).

Revenue Estimates

Since the majority of documents required to be recorded are related to real property, this revenue is very much dependent on the real estate market. The sales price is of minor importance (as it only applies to doc stamp tax commissions), but the volume of transactions is very important. The local real estate market in Hillsborough County experienced steady growth between FY 14 and FY 17. FY 18 revenue was estimated with the expectation that the real estate market would remain steady with revenue collected in FY 16 and FY 17. Because actual revenues in FY 18 were consistent with FY 16 and FY 17 actuals and met budgeted projections, FY 19 estimates assume this same trend will continue.

OTHER REVENUES



Revenue Base

In 2009, Chapter 28.37, Florida Statutes was amended to direct the Clerk to retain ten percent of all fines collected - both Civil and Criminal - to fund Court Operations program enhancements. Most of the revenue comes from Civil Traffic Fines and those fines are outlined in Chapter 318.18, Florida Statutes. The base fine for a non-moving is \$30.00 for a moving violation it is \$60.00, and \$15.00. However, the fines will vary depending on the offense and certain moving violations, such as speeding and failure to stop at a signal, carry a significantly larger fine. On the Criminal fine side, the amount of the fine will vary based on the type of offense, the severity/degree, and whether it is the defendant's first, second, third etc. offense.

Revenue Estimates

This revenue is dependent both on the amount of fines assessed and the collection rate. FY 14 revenue declined 7% from FY 13 and declined an additional 4% in FY 15 but increased 7% in FY 16. FY 17 revenue was 9.5 months rather than a full year (10/1/16 through 6/16/17).

This fund was fully expended by 9-30-17 due to the passage of Senate Bill (SB) 2506 in June 2017. SB2506 redirected revenues from this fund to Court Operations effective 6-17-2017. Accordingly, revenue was not estimated for FY 18 or FY 19.

CAPITAL BUDGET

The Capital Budget for the Hillsborough County Clerk of the Circuit Court is focused on technology hardware and software that allows the office to maintain the Public Records for Hillsborough County and the 13th Judicial Circuit. The Hillsborough County Board of County Commissioners is required, pursuant to State Statute, to provide facilities for the Clerk's Office. For the most part, those capital project costs are paid directly by the BOCC. However, at times they will provide funding and have the Clerk's Office manage the project.

DEBT SERVICE

The Hillsborough County Clerk's Office has no long-term outstanding debt obligations nor any plans to issue any debt in FY 2019. All Capital Projects are funded by Clerk service charges or the Board of County Commissioners.

FUNDING SOURCES FOR TECHNOLOGY PROJECTS

The two primary funding sources for Clerk technology projects are the Court Technology Trust Fund and the Public Records Modernization Trust Fund. Both funds are special revenue funds and the Clerk is authorized to carry over excess funds at year end for use in future years. For this reason, most multi-year projects are funded in one of these funding sources.

- The **Court Technology Trust Fund** can only be used for court-related technology needs and is funded by a service charge on all documents recorded in the Official Records of Hillsborough County except judgments received from the courts and notices of lis pendens.
- The **Public Records Modernization Trust Fund** can be used to modernize any public records in the Clerk's Office and is funded by a service charge on all documents recorded in the Official Records of Hillsborough County.

The other funding source for Clerk Capital Projects is Board of County Commissioner (BOCC) funding. Generally, these projects are ones that benefit the County. These will include technology for BOCC Services, technology that reduces space needs such as paper document conversion to electronic format, and minor office space renovation. The BOCC has some responsibility for Court Technology costs and will at times provide funding for Court Technology projects as well. Since all excess County funding must be returned to the BOCC at the end of the fiscal year, short term (one year or less) projects are usually budgeted in this funding source.

Technology projects included in the FY 2019 Adopted Budget are discussed on the following pages.

Clerk's Interactive Voice Recognition (IVR) Solution Phases 2 and 3 – The Clerk's Office Telephone Center receives approximately 561,000 calls per year and takes 39,000 payments by phone. This equates to 30,000 calls handled and 8,000 payments accepted per FTE working in the phone center. It's common to have more than 100 lines in use at any one time.

During FY 2017, the Clerk's Office invested in an IVR solution to improve call handling efficiencies and effectiveness and to provide an improved customer experience to callers. Phase 2 of this project was funded in FY 2018 for \$504,300. In Phase 2, we leveraged the solution developed and implemented in Phase 1 to provide additional self-service functionality, enabled/developed the use of "natural

CAPITAL BUDGET

language” interactions and implemented SMS texting capabilities to provide callers with text responses to their questions. In Phase 3, funded in FY 2019 for \$573,100, we will expand the texting capabilities, implement a call back feature where callers can keep their place in queue without staying on hold, adjust and fine tune existing menus and features and implement Natural Language (NLU) Interactions (NLU). Phases 2 and 3 are funded in the **Public Records Modernization Trust Fund**.

We expect this solution to provide the following benefits:

- Make it easier for callers to get the service they need and provide selected services 24x7x365, which will improve their experience with our office and reduce the demands on Clerk resources during business hours.
- Automate our most popular services, which should provide faster service times and reduce the number of callers needing to speak with an agent.
- Encourage callers to make use of the functionality provided on the Clerk’s website, where many services can be handled, such as paying for a traffic ticket or setting a court date. This should reduce the number of callers needing to use the IVR service and/or speak to an agent.
- Provide the Clerk’s Office with actionable statistical data about our callers and their experience, enabling us to identify areas where improvements or efficiencies are needed.
- Allow us to redirect resources from the Telephone Center to other areas of the office impacted by position eliminations due to Courts budget reductions.
- Send notifications for upcoming court dates, payment due dates, order status, etc.

New Jury System – Our current application for managing jurors was developed by internal IT staff in 2009 running on 2003 SQL servers. The application was migrated to 2008 SQL server in 2016. The 2008 servers will be out of support in January 2020 and the current application cannot be migrated to more current SQL server due to certain components needed to make the application work. Additionally, the technology in the current Jury application is ten years old. In FY 2019, we budgeted \$258,540 in the **Public Records Modernization Trust Fund** and \$2,754 in **Board funding** to explore options for replacing the jury application. These options include looking at applications other Clerk’s may be using or using internal staff to develop another in-house system.

Expanded Payment Options – The FY 2019 budget includes \$100,000 in the **Public Records Modernization Trust Fund** for designing, developing and implementing expanded payment options. This includes:

- Simplifying the electronic process for clerks and the public by using a single interface.
- Providing additional electronic payment options that would allow us to lessen the cost passed on to customers while ensuring compliance with PCI standards.
- Providing additional options for remote cash payments beyond our partnership with Amscot.

Kronos upgrade – The Clerk implemented Kronos as a time and attendance solution in 2014 using Oracle On Demand as the hosting provider. This was a joint implementation between the Clerk, County and City of Tampa. The County and City migrated the application to Kronos Cloud as the hosting provider during FY 2018. During FY 2019, the application needs to be upgraded to a newer version since the current version will not be supported in the near future. During the upgrade, each agency can determine whether to create their own instance of the application or remain joined together in a single instance. The Clerk is interested in pursuing a separate instance so that we may take advantage of some features that only the Clerk is interested in. Currently all agencies have to agree to any changes, updates or configurations. The FY 2019 budget includes \$120,689 in the **Public Records Modernization Trust Fund** and \$4,500 in **Board funding** for this project.

CAPITAL BUDGET

Systems Security Enhancements – In the wake of several high profile, world-wide cyberattacks, it's imperative that we proactively invest in the most current software to detect and prevent sophisticated attacks against our financial systems, court systems, official records systems and network systems. The Clerk initiated an outside security assessment in FY 2018 and has been investing in the recommendations from the final report since then. The FY 2019 budget includes \$150,000 in the **Public Records Modernization Trust Fund** to continue to remediate vulnerabilities in our network and applications.

Additionally, the FY 2019 budget includes \$85,000 in the **Public Records Modernization Trust Fund** to upgrade 70% of the Clerk's network video recorders. These systems record video from various security cameras throughout the organization, which are currently all standalone recorders with a single disk drive. The upgrade to a larger recording system would replace the standalone recorders and allow internal IT staff to take care of the maintenance, eliminating the need for the vendor to perform maintenance tasks when needed.

Desktop Faxing Solution – We currently have thirty-two fax lines and machines throughout the Clerk's Office, mostly used for confidential records that are received. Each line costs approximately \$30 a month and the annual cost of all lines is around \$11,500. We are researching the feasibility of moving to an online fax solution where employees can send and receive faxes from their PC, without violating confidentiality laws. If we find such a solution, we've allocated \$30,000 in FY 2019 in the **Public Records Modernization Trust Fund** for implementing the solution and making any necessary infrastructure or hardware upgrades.

Court System Enhancements - We are committed to leveraging the investment in our Courts Case Maintenance System (Odyssey) to receive maximum efficiency and effectiveness by incorporating new features, workflows, integrations, reporting, bug fixes and software upgrades offered by the software vendor. The FY 2019 budget includes \$100,000 for ongoing system enhancements, especially as they relate to automating processes that currently require a court clerk to complete. This technology project is funded in the **Court Technology Trust Fund**.

CAPITAL BUDGET - TECHNOLOGY PROJECTS

	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
<u>Board Funding Projects</u>				
Document Mgmt System Expansion	\$ 667,951	\$ 88,049	\$ -	\$ -
Replace Network End-of-Life Equipment	612,576	625,357	-	-
Disaster Recovery Equipment & Training	398,876	31,400	165,000	-
New Servers & Computer Equipment	226,687	484,280	-	-
Oracle GRC Application licenses	145,989	-	-	-
External & Internal Website Upgrades	161,900	117,775	-	-
Office Furniture Replacement	46,425	-	-	-
Call Center Enhancements	390,536	123,743	-	-
Systems Security Enhancements	196,083	251,035	207,500	-
Computer Software	-	276,614	-	-
BOCC Voting Software	-	57,200	-	-
Q-Flow Software Expansion	-	4,420	-	-
Vehicle Replacement	-	26,220	-	-
New Jury System	-	-	-	2,754
Kronos Upgrade	-	-	-	4,500
Total	<u>\$ 2,847,023</u>	<u>\$ 2,086,093</u>	<u>\$ 372,500</u>	<u>\$ 7,254</u>

Public Records Modernization TF

New Asset Tracking System	\$ 34,537	\$ -	\$ -	\$ -
Oracle GRC Suite	18,668	-	-	100,000
Q-Flow Equipment Expansion	143,326	-	-	-
Court System Enhancements	359,988	-	-	-
Disaster Recovery Equipment	741,758	267,743	-	-
Board Svcs Sys Enhancements	-	33,334	-	150,000
Call Center Enhancements	-	219,100	504,300	573,100
Infrastructure Equipment Replacement	-	264,376	-	85,000
Clerk Website Upgrade	123,215	-	-	-
E-Mail System Upgrade & Archiving	20,036	1,344	-	-
New Jury System	-	-	-	258,540
Expanded Payment Solutions	-	-	-	100,000
Kronos Upgrade	-	-	-	120,689
Desktop Faxing Solution	-	-	-	30,000
Total	<u>\$ 1,441,528</u>	<u>\$ 785,897</u>	<u>\$ 504,300</u>	<u>\$ 1,417,329</u>

Court Technology Trust Fund

Court System Expansion	\$ -	\$ 348,383	\$ 100,000	\$ 100,000
Total	<u>\$ -</u>	<u>\$ 348,383</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>

	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
<u>Total By Funding Source</u>				
Public Records Modernization TF	\$ 1,441,528	\$ 785,897	\$ 504,300	\$ 1,417,329
Court Technology Trust Fund	-	348,383	100,000	100,000
Board Funding	2,847,023	2,086,093	372,500	7,254
Total	<u>\$ 4,288,551</u>	<u>\$ 3,220,373</u>	<u>\$ 976,800</u>	<u>\$ 1,524,583</u>

COMPENSATION STRUCTURE

Salary Schedules

The Employee Pay Plan for FY 2016 - FY 2019 for both classified and unclassified positions is below. The pay plan has remained unchanged since 10-4-2015.

For the FY 2019 budget year, the composition of positions is:

589 classified (86%)
 97 unclassified (14%)

686 total positions

Unclassified positions include Department Directors, Chief Deputies, Legal Counsel, and certain professional positions in Information Technology and Finance.

Pay Grade	CLASSIFIED EMPLOYEES		UNCLASSIFIED EMPLOYEES	
	FY 2016 - FY 2019		FY 2016 - FY 2019	
	Minimum	Maximum	Minimum	Maximum
E	\$ 25,376	\$ 40,290	---	---
F	\$ 26,749	\$ 42,453	---	---
G	\$ 28,413	\$ 45,053	---	---
H	\$ 30,222	\$ 48,006	---	---
I	\$ 31,928	\$ 50,710	---	---
J	\$ 33,925	\$ 53,914	---	---
K	\$ 36,171	\$ 57,387	---	---
L	\$ 38,688	\$ 61,402	---	---
M	\$ 41,122	\$ 65,291	---	---
N	\$ 43,784	\$ 69,534	\$ 46,779	\$ 72,488
O	\$ 46,779	\$ 74,235	\$ 50,045	\$ 77,563
P	\$ 49,462	\$ 78,478	\$ 53,560	\$ 82,992
Q	\$ 53,061	\$ 84,240	\$ 57,283	\$ 88,816
R	\$ 57,138	\$ 90,750	\$ 61,318	\$ 95,014
S	\$ 61,298	\$ 97,323	\$ 65,603	\$ 101,670
T	\$ 65,520	\$ 104,000	\$ 70,179	\$ 108,784
U	\$ 70,117	\$ 111,259	\$ 75,130	\$ 116,459
V	\$ 74,714	\$ 118,622	\$ 80,475	\$ 124,758
W	\$ 79,768	\$ 126,651	\$ 86,798	\$ 134,555
X	\$ 85,613	\$ 135,907	\$ 96,616	\$ 149,739
Y	\$ 91,624	\$ 145,475	\$ 106,933	\$ 165,734
Z	---	---	\$ 108,160	\$ 167,648

Sample Classified Job Classes in Each Pay Grade

G	Office Assistant II, Court Clerk I	M	Accountant I, Court Team Supervisor
H	Accounting Clerk II	N	Paralegal Specialist
I	Office Assistant III, Court Clerk II	O	Accountant II, Manager, Functional Support Analyst
J	Accounting Clerk III	P	Internal Auditor II, Payroll Supervisor
K	Court Clerk III	Q	Functional Support Analyst II
L	Accounting Technician	S	Accountant III, Systems Analyst, Sr Internal Auditor

COMPENSATION STRUCTURE

Florida Retirement System

Since the Clerk of the Circuit Court is a County Constitutional Officer, employees are mandatory members of the Florida Retirement System (FRS). The FRS provides two pension plans for members: a traditional pension plan that provides a lifetime monthly benefit upon retirement based on years of service and annual pay and an investment plan that allows contributions to accumulate tax deferred until retirement. From a budget perspective which plan the employee chooses makes no difference because the contribution rate is the same. However, several different classifications in the system that do affect the contribution rate. The Clerk's Office has employees enrolled in four of these classifications: Regular Class (most employees), Senior Management (Chief Deputies & Legal Counsel), Elected Officer (the Clerk), DROP participants (Deferred Retirement Option Program). Until July 1, 2011 the FRS was funded entirely by Employer contributions, but after that date, employees contribute 3 percent of their salary to the system. Below is a comparison of Employer Contribution Rates ONLY from FY 2016 through FY 2019.

<u>FRS Class</u>	<u>FY 2016 Rate</u>	<u>FY 2017 Rate</u>	<u>FY 2018 Rate</u>	<u>FY 2019 Rate</u>
Regular	7.26%	7.52%	7.92%	8.26%
Senior Management	21.43%	21.77%	22.71%	24.06%
Elected Official	42.27%	42.47%	45.50%	48.71%
DROP	12.88%	12.99%	13.26%	14.03%

Employee Group Health Insurance

The Clerk of the Circuit Court participates in Hillsborough County's employee group health insurance plan. Until FY 19, the County offered three different plans for employees - EPO Open Access (no deductible), Coverage First (low deductible) and High Deductible. The Clerk contributed the same amount per month for each enrollee, regardless of plan selection but the employee's contribution differs based on selection. Effective in FY 19, the County reduced the number of plans offered to two: a traditional plan (low deductible) and a modern plan (high deductible). It also changed the rates charged to the Clerk based on which plan the employee selected as well as the number of people insured by the employee's plan.

There are four tiers for each plan based on the number of family members each employee is insuring: Employee Only, Employee Plus Spouse, Employee Plus Children, and Employee Plus Family. The different tiers do impact the Clerk's contribution.

The rate for each plan increased 15% in FY 16 and another 35% in FY 17. The employer cost remained unchanged in FY 18. In FY19, the rates increased again but not uniformly. The FY 19 rates below are based on which tier **and** which plan the employee selects (traditional or modern).

The monthly employer rates from FY 2016 through FY 2019 are shown below.

<u>Rate Tier</u>	<u>FY 2016 Rate</u>	<u>FY 2017 Rate</u>	<u>FY 2018 Rate</u>	<u>FY 2019 Rate</u>
Employee Only	\$414	\$559	\$559	\$ 549 - \$ 564
Employee Plus Spouse	\$828	\$1,118	\$1,118	\$1,318 - \$1,329
Employee Plus Children	\$828	\$1,118	\$1,118	\$1,179 - \$1,183
Employee Plus Family	\$1,242	\$1,677	\$1,677	\$1,649 - \$1,747

MAJOR WORKLOAD DRIVERS

The Clerk of the Circuit Court has three main duties under the State Constitution and the Hillsborough County Charter. As Clerk to the BOCC and County Comptroller, the Clerk maintains the minutes and records of all actions of the BOCC and VAB, as well as being the Chief Financial Officer for the County. As County Recorder, the Clerk maintains the Official Records of the County including all Real Property Records and Marriage Licenses. As the Clerk of the Court, the Clerk receives all new case filings and pleadings, maintains the case progress docket, collects and disburses all court related fees and fines and maintains the Official Court records. The drivers below are not the only measures for each of the major functions, but they are the most indicative of the workload in each area.

	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
 <u>Clerk to BOCC/Comptroller</u>				
Number of Invoices	167,050	183,520	183,520	183,520
Number of Paychecks	167,167	151,440	166,615	152,000
VAB Petitions filed	2,890	3,444	2,930	2,950
BOCC Agenda Items	6,758	4,208	6,798	6,808
 <u>County Recorder</u>				
Documents Recorded	516,282	501,458	516,000	531,000
Marriage Licenses Issued	10,703	10,950	11,000	11,500
Passport Applications Processed	11,652	9,665	10,000	10,500
 <u>Clerk of the Court</u>				
New Civil Cases	69,525	82,105	80,000	80,000
New Criminal & Civil Traffic Cases	223,630	215,424	225,000	225,000
New Probate & Mental Health Cases	11,331	11,788	12,570	12,570
Jurors Summoned	90,847	90,855	91,000	91,000
Reopens	61,702	66,786	63,020	63,017
Notices Of Appeal	2,109	1,384	1,756	1,756
Customers Served in person	314,008	280,656	296,500	296,500

VALUE ADJUSTMENT BOARD

MISSION: Receive and hold hearings for petitions filed by taxpayers concerning property value assessments, classification, homestead exemptions, and other disputes of exemptions from ad valorem taxes. Report to the Value Adjustment Board and the Department of Revenue.

KEY OBJECTIVES:

1. Accept petitions from taxpayers who wish to appeal property assessments and exception denials by the 25th day from the mailing of TRIM notices.
2. Schedule and begin hearings no later than 60 days following the mailing of TRIM notices; mail notice of hearings at least 30 days prior to hearings; reschedule on demand if requested at least 5 days prior to hearing.
3. Assist special magistrates in the hearings; accept evidence and scan into VAB program; record hearings and convert to mp3 and attach to online VAB program. Some evidence issues require rescheduling.
4. Track every property that is remanded or postponed to Property Appraiser; specific time limits apply; copies must be sent to petitioners; reschedule each to new hearing date for conclusion.
5. Track all portability petitions; mail cross-county petitions to counties from which a petitioner moved; must wait until other county's hearing decision is received before scheduling a hearing in Hillsborough.
6. Track all requests to hold hearings in the petitioners' absence ("no show" hearings). Otherwise, all nonappearances will result in a automatic denial of the petition.
7. Audit all special magistrate recommended findings of fact and conclusions of law for each property considered in hearings and mail to petitioner and Property Appraiser timely (before final VAB meeting).
8. Balance each VAB tax year and compile values and statistics for Department of Revenue.
9. Let petitioners know when the final VAB hearing will be held.
10. Report to the Value Adjustment Board at least four times each year to hire special magistrates, review DOR rules, approve internal operating procedures, extend tax rolls, approve magistrate hearing recommendations, and certify tax rolls.
11. Advertise and report loss in taxes due to VAB action to the Florida Department of Revenue as mandated by statute.
12. Within 20 days of the final VAB meeting, mail final hearing decisions to all petitioners who had a hearing before a special magistrate.
13. Hold orientation meetings after special magistrates are hired and before hearings begin.
14. Advertise and assist the VAB in hiring special magistrates each year.
15. Advertise and assist in hiring of VAB attorney each year.
16. Assist in yearly VAB member appointment process.

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
<i>Workload/Demand:</i>					
# petitions filed	1,16	2,890	3,444	2,930	2,950
# of properties reflected on petitions	1,16	3,524	4,224	3,564	3,584
# of hearings scheduled 1st time	2,16	2,959	3,381	2,999	3,119
# of hearings rescheduled	2,4,5,16	1,670	2,167	1,710	1,730
# of hearings held	3-8, 11,14,16	1,231	1,016	1,271	1,291
<i>Efficiency:</i>					
# of petitions filed per FTE	1	969	1,148	1,009	1,029
# of properties reflected on petitions FTE	1	1,176	1,415	1,216	1,236
# of petitions scheduled per FTE	2	987	1,127	1,027	1,047
# of hearings rescheduled per FTE	2	557	722	590	610
# of hearings held per FTE	3	411	339	451	471
# of hearing rooms scheduled per week	2-6	2	2	2	2

(continued)

VALUE ADJUSTMENT BOARD

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
<i>Effectiveness:</i>					
% of notices mailed 30 days prior to hearings	2	100%	100%	100%	100%
hearings begun no later than sixty (60) days from TRIM	2	Yes	Yes	Yes	Yes
% of hearings completed by March	3	99%	99%	99%	99%
% of special magistrate recommended decisions audited by staff and mailed to petitioners in a timely manner throughout the hearing process and before the final VAB meeting as required by DOR	7	100%	100%	100%	100%
month in which total staff & special magistrate VAB process is completed and balanced.	8,9	15-Jun	15-Jun	15-Jun	15-Jun
month in which VAB final meeting to approve magistrate recommendations and certify tax rolls is scheduled	10	15-Jun	15-Jun	15-Jun	15-Jun
% of final decisions mailed within 20 days of final VAB meeting & reported to DOR as mandated	11,12	100%	100%	100%	100%
Timely advertisements, hiring of magistrates and attorney, and orientation meetings, as mandated by DOR & Florida Statutes	13-16	Yes	Yes	Yes	Yes

VALUE ADJUSTMENT BOARD

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 188,473	\$ 245,117	\$ 298,814	\$ 311,313
Operating Expenditures	167,101	211,955	340,524	335,148
Information Technology Allocation	48,061	51,131	57,318	59,984
Total	\$ 403,636	\$ 508,203	\$ 696,656	\$ 706,445

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Board Funding	\$ 403,636	\$ 508,203	\$ 696,656	\$ 706,445
Total	\$ 403,636	\$ 508,203	\$ 696,656	\$ 706,445

<u>Positions</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Board Funding	5	5	5	5
Total	5	5	5	5

All of the operational expenditures for Value Adjustment Board are budgeted in Board Funding. In addition, their Information Technology allocation is shown here rather than included in the Clerk to the Board allocation account.

The FY 2018 and FY 2019 budgets reflect continuation funding.

COUNTY AUDIT

MISSION: The mission of the County Audit Department is to serve the citizens and taxpayers of the County.

County Audit is an independent, objective, assurance and consulting activity designed to add value and improve the Clerk of Circuit Court's and the Board of County Commissioners' organizations. County Audit helps the organizations accomplish their objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance process.

IIA Standard 1110 requires the chief audit executive to report to a level within the organization that allows the internal audit activity to fulfill its responsibilities. With direct report to the Clerk, organizational independence of the internal audit activity is confirmed.

KEY OBJECTIVES:

1. Conduct audits, special projects, and investigations that are timely, relevant and efficient.
2. Present in-house fraud, risk, and control training sessions to BOCC and COCC departments.
3. Provide management assistance and assurance activities upon request.
4. Perform follow-up activities within 60 days of the client's implementation of its corrective action plan.

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
<i>Workload/Demand:</i>					
# of audit, special project, and investigation reports issued	1	19	22	27	27
# of in-house training sessions presented	2	20	11	8	12
# of management assistance and assurance letters issued	3	11	9	6	12
<i>Efficiency:</i>					
# of audit, special project, and investigation reports issued per FTE	1	2.5	2.7	3.0	3.0
# of in-house training sessions presented per FTE	2	2.6	1.3	0.9	1.3
# of management assistance and assurance letters issued per FTE	3	1.4	1.1	0.7	1.3
<i>Effectiveness:</i>					
% of audits, special projects, investigations, in-house training sessions, management assistance projects, and assurance projects listed on the Clerk approved Audit Work Plan that were completed within 10% of the budgeted hours scheduled.	1, 2	84%	83%	75%	80%
% of follow-up activities performed within 60 days of the client's implementation of its correction action plan.	4	100%	93%	100%	100%

COUNTY AUDIT

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 690,363	\$ 758,162	\$ 835,469	\$ 841,274
Operating Expenditures	37,594	33,963	47,550	43,650
Capital Equipment	-	-	-	-
Total	\$ 727,957	\$ 792,125	\$ 883,019	\$ 884,924

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Board Funding	\$ 727,957	\$ 792,125	\$ 883,019	\$ 884,924
Total	\$ 727,957	\$ 792,125	\$ 883,019	\$ 884,924

<u>Positions</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Board Funding	9	9	9	9
Total	9	9	9	9

All of the operational expenditures for County Audit are budgeted in Board Funding.

The FY 2018 and FY 2019 budgets reflect continuation funding.

PAYROLL

MISSION: Provide payroll services for the Clerk of the Circuit Court, County Administrator, EPC, County Attorney's Office, Court Administration, Planning Commission, Civil Service Board, Victims Assistance and Supervisor of Elections Office.

KEY OBJECTIVES:

1. Produce accurate and timely payroll payments on a bi-weekly schedule for employees of the agencies listed above.
2. Audit the appropriateness of payments to these employees.
3. Distribute moneys deducted from employees to all appropriate vendors within two business days of the pay day.
4. Manage back-up documentation for historical records.

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
<i>Workload/Demand:</i>					
# of checks issued	1	167,167	151,440	166,615	152,000
# of employees per pay cycle	1,2	6,191	5,825	6,155	5,846
# of deductions payments reconciled	3	1,200	1,220	1,200	1,220
 <i>Efficiency:</i>					
# of payroll checks per FTE (average)	1	16,167	15,144	16,661	15,200
# of payroll deduction payments made per FTE	3	110	122	110	122
# of back-up documents scanned and indexed withing each 2weeks	4	350	350	350	350
 <i>Effectiveness:</i>					
% of payments for deductions made with two days of the pay day	3	100%	100%	100%	100%
% of rewritten checks to generate checks (combined)	1	0.01%	0.01%	0.01%	0.01%
Clerk	1	0.008%	0.008%	0.008%	0.008%
BOCC	1	0.01%	0.01%	0.01%	0.01%
% of documents scanned and indexed with 2 week cycle	4	100%	99%	100%	100%
% of insurance deductions reconciled by the 5th of following month	2,3	100%	99%	100%	100%
% of time bank reconcillation done by end of month	2	100%	99%	100%	100%
% of time G/L subsidiaries balanced each 2 weeks	2	100%	99%	100%	100%
% of time G/L interfaces balanced and reconciled by pay day	1,2	100%	99%	100%	100%

PAYROLL

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 767,799	\$ 837,364	\$ 773,862	\$ 781,761
Operating Expenditures	13,212	17,977	22,790	23,604
Capital Equipment	-	-	-	-
Total	\$ 781,012	\$ 855,342	\$ 796,652	\$ 805,365

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Board Funding	\$ 781,012	\$ 855,342	\$ 796,652	\$ 805,365
Total	\$ 781,012	\$ 855,342	\$ 796,652	\$ 805,365

<u>Positions</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Board Funding	11	10	10	10
Total	11	10	10	10

All of the operational expenditures for Payroll are budgeted in Board Funding.

One position was transferred to County Finance during the FY 2017 fiscal year. The FY 2018 and FY 2019 budgets reflect continuation funding.

COUNTY FINANCE

MISSION: Perform financial functions supporting the Clerk of Circuit Court's role as accountant and treasurer for the Board of County Commissioners (BOCC) and chief financial officer of Hillsborough County. Financial functions include preparation of countywide, enterprise, and other financial reports, coordination of the annual audit by the County's independent auditors, maintenance and retention of financial records, banking, cash management and investment of County funds, issuance and management of County debt, monitoring grants, auditing the County's budget and budget amendments, and receipt and disbursement of County funds of the BOCC and other agencies in compliance with Generally Accepted Accounting Principles (GAAP), federal, state, and County laws and regulations, County policies and contractual obligations.

KEY OBJECTIVES:

1. Issue County's Comprehensive Annual Financial Report (CAFR), Single Audit, Water Resource and Solid Waste Enterprise Fund Financial Reports, the Annual Local Government Financial Report to state of Florida, Financial Summary Report, and other reports by statutory or other due dates.
2. Ensure that Hillsborough County financial statements are prepared using generally accepted accounting principles and are audited annually in accordance with Florida Statutes.
3. Record capital asset additions, disposals, contributions and transfers in a timely and accurate manner. Inventory all tagged property (equipment and vehicles) on a 12-month cycle.
4. Audit BOCC budget and budget amendments for compliance with Florida Statutes, ordinances, bond covenants, grant contracts, interlocal agreements, and other requirements on a timely basis.
5. Manage County cash and investments while fulfilling fiduciary responsibilities for safety of principal, liquidity to meet cash needs, and optimization of earnings.
6. Monitor financial aspects of grants.
7. Timely review and processing of all accounting documents including revenues and expenditures.
8. Reconcile ledger balances within 30 days of month-end to maintain integrity of accounting entries, systems and financial reports.
9. Debt Management: (a) Identify, analyze and develop new financings to fund infrastructure and capital requirements approved by the BOCC at the lowest cost and highest possible credit ratings; (b) maximize interest cost savings by refinancing outstanding debt as indicated by financial and/or legal changes; and (c) administer outstanding debt to maintain general credit ratings of at least Aa2/AA/AA.
10. Monitor debt service requirements and compliance with bond covenants and initiate all principal and interest payments in a timely manner.
11. Research, compile, and submit financial information to ensure 100% compliance with municipal securities market disclosure requirements.

SERVICES/MEASURES:	Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
Treasury:					
<i>Workload/Demand:</i>					
book value of portfolio (beginning of year - in millions)	5	\$1,646	\$1,889	\$1,940	\$1,998
# of new securities transactions processed	5	80	78	80	80
<i>Efficiency:</i>					
# of transactions per FTE	5	80	78	80	80
<i>Effectiveness:</i>					
monthly investment reports distributed timely	5	Yes	Yes	Yes	Yes
safe, liquid and diversified investment portfolio	5	Yes	Yes	Yes	Yes

(continued)

COUNTY FINANCE

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
Financial Reporting:					
<i>Workload/Demand:</i>					
# of major annual financial reports produced - countywide	1	3	3	3	3
# of federal and state grant programs or projects monitored	6	172	167	175	175
# of audited financial reports prepared - enterprise fund	1	2	2	2	2
total enterprise fund annual debt service (in millions)	1	31	29	31	35
# of bond issues outstanding - enterprise fund	1	6	7	7	7
value of outstanding bonds (in millions) - enterprise fund	1	602	501	583	572
total enterprise fund assets (in millions)	1	1,879	2,196	2,010	2,080
total enterprise funds liabilities (in millions)	1	822	671	650	650
 <i>Efficiency:</i>					
net grant expenditures monitored per FTE (in millions)	6	102	103	108	111
 <i>Effectiveness:</i>					
obtain Certificate of Achievement for Excellence in Financial Reporting (CAFR)	1	Yes	Yes*	Yes	Yes
obtain award for Outstanding Achievement in Popular Annual Financial Reporting (Financial Summary Report)	1	Yes	Yes*	Yes	Yes
receive unmodified audit opinion from County's CPA on:					
CAFR	2	Yes	Yes*	Yes	Yes
Single Audit document	2	Yes	Yes*	Yes	Yes
Water and Wastewater System Enterprise Fund	2	Yes	Yes*	Yes	Yes
Solid Waste Resource Recovery Enterprise Fund	2	Yes	Yes*	Yes	Yes
financial reports distributed timely	1	Yes	Yes*	Yes	Yes
met rate covenant test for enterprise funds	1	Yes	Yes	Yes	Yes

*Annual County audit is still in progress. Successful completion is projected for FY 17.

(continued)

COUNTY FINANCE

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
Bond Disclosure and Compliance:					
<i>Workload/Demand:</i>					
# of bond issues outstanding	10	21	21	22	22
value of bonds outstanding (in millions)	10	\$989	\$957	\$907	\$900
value of commercial paper outstanding (in millions)	10	\$89	\$83	\$125	\$150
total debt service payments (in millions)	10	\$85	\$94	\$84	\$89
# of debt service payments	10	42	42	38	34
# of escrowed bond issues outstanding	10	5	3	3	3
# of arbitrage rebate reports prepared	10	21	21	20	19
# of new and refunding bonds issued	10	4	6	2	2
# of commercial paper notes, new issues & rollovers	10	60	62	65	65
# of bond covenant tests prepared	10	20	20	22	22
<i>Efficiency:</i>					
# of FTEs	10	1.25	1.25	1.25	1.25
<i>Effectiveness:</i>					
% of debt payments recorded accurately and timely	10	100%	100%	100%	100%
Bonds					
<i>Workload/Demand:</i>					
# of new financings, CP rollovers, and refundings completed	9	42	58	47	47
rating agency reviews and updates	9	57	52	60	62
prepared secondary market disclosure report	11	1	1	1	1
<i>Effectiveness:</i>					
% of debt financings/refinancings that maximize interest cost savings	9	100%	100%	100%	100%
% of debt refinancing opportunities completed	9	6	1	2	2
bond issuance costs as a % of par amount issued (Goal: <2%)	9	1.25%	1.25%	1.25%	1.25%
# of credit ratings reduced for technical reasons (Goal: 0)	9	0	0	0	0
% of bonds issued that are in compliance with structuring guidelines of debt policies	9	100%	100%	100%	100%
true interest cost of debt outstanding as a % of Bond Buyer Index (Goal: < or = to 105%)	9	80-95%	80-95%	80-95%	80-95%
County general bond rating at end of fiscal year	9	Aaa/AAA/AAA	Aaa/AAA/AAA	Aaa/AAA/AAA	Aaa/AAA/AAA
% of timely completion of secondary market disclosure reports	11	100%	100%	100%	100%

(continued)

COUNTY FINANCE

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
Management Support:					
<i>Workload/Demand:</i>					
# of BOCC budget amendment agenda items received	4	340	345	350	350
# of line items adjusted via budget amendment	4	5,726	4,490	4,500	4,500
# of review comments on County Administrator's Recommended Budget	4	40	30	50	100
# of account codes created in the financial accounting system	4	633	662	700	700
total value of all County assets controlled excluding infrastructure (in millions)	3	\$4,252	\$2,666	\$2,670	\$2,670
capital acquisitions recorded in the asset records during the fiscal year (in millions)	3	\$205	\$217	\$217	\$217
completed CIP projects transferred to depreciable assets (in millions)	3	\$175	\$107	\$175	\$175
capital asset disposals (in millions)	3	\$24	\$42	\$24	\$24
total assets inventoried (in million)	3	\$284	\$275	\$286	\$286
<i>Efficiency:</i>					
# of Budget Section FTEs	4	2	2	2	2
# of budget amendment line items adjusted per FTE	4	2,863	2,245	2,900	2,900
# of financial system account codes created per FTE	4	317	331	350	350
# of Capital Assets Recording FTEs	3	2	2	2	2
total assets recorded, disposed, reconciled (in millions) per FTE	3	304	258	305	305
# of Capital Assets Inventory FTEs	3	2	2	2	2
total assets inventoried (in millions) per FTE	3	142	140	143	143
<i>Effectiveness:</i>					
% of approved budget amendment line items entered timely in financial system	4	100%	100%	100%	100%
% of account codes created within 1 day of request date	4	100%	100%	100%	100%
% of asset transactions recorded/reconciled by end of fiscal year	3	99%	99%	100%	100%

(continued)

COUNTY FINANCE

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
Payables					
<i>Workload/Demand:</i>					
total # of invoices processed	7	167,050	183,520	183,520	183,520
electronic invoice packets	7	143,590	166,830	145,000	145,000
paper invoice packets (scanned)	7	23,920	16,690	22,050	22,050
p-card invoices (included in total # of invoices)	7	39,000	39,940	45,240	45,240
utility invoices (included in total # of invoices)	7	51,460	51,200	51,970	51,970
# of invoices/county agencies (included in total # of invoices)	7	9,380	8,420	9,470	9,470
# of account corrections (included in total # of invoices)	7	2,180	2,445	2,445	2,445
# of journal entries	7	50	230	230	220
total # of disbursements	7	45,650	45,860	45,860	45,860
Checks	7	32,780	31,980	31,980	31,980
ACH/Direct Deposit	7	12,380	13,390	14,040	14,040
EFT	7	460	480	480	480
E-Payables	7	30	7	7	7
# of direct deposit applications processed	7	190	220	220	220
# of financial reports/schedules prepared	7	23	20	23	23
# of special handling payment requests processed	7	660	600	610	610
# of other checks (payroll, poll workers, revenue) distributed	7	8,190	6,240	6,240	6,240
# of county agencies served	7	13	12	12	12
 <i>Efficiency:</i>					
# of FTEs	7	24	24	24	24
# of invoices processed per FTE	7	6,960	7,647	7,647	7,647
personnel cost per invoice	7	\$8.64	\$7.96	\$8.20	\$8.45
 <i>Effectiveness:</i>					
% of invoices paid/released within 10 days of receipt	7	99	99	99	99
% of payments returned for errors	7	1	1	1	1
% of financial reports/schedules prepared by agenda deadline	7	100	100	100	100

(continued)

COUNTY FINANCE

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
Receivables					
<i>Workload/Demand:</i>					
# of cash collection sites monitored (includes county agencies)	7	125	128	128	128
# of documents processed (includes county agencies)	7	21,310	22,207	22,207	22,207
# of receipts issued	7	8,895	7,602	7,602	7,602
# of financial documents prepared (total)	8	1,357	1,247	1,250	1,250
financial reports/schedules	8	241	241	251	251
reconciliation reports (bank, AR & escrow)	8	1,064	889	1,068	1,068
AR invoices	8	52	117	115	115
# of payment requests audited/prepared	8	1,170	461	461	461
# of cash collection sites monitored - county agencies	7	11	11	11	11
# of documents processed - county agencies	7	1,781	2,009	2,010	2,010
<i>Efficiency:</i>					
# of documents processed per FTE	7	5,328	5,552	5,552	5,552
personnel costs per document	7	\$15.84	\$11.55	\$11.90	\$12.26
funds receipted (in millions)	7	\$2,352	\$2,053	\$2,693	\$2,693
personnel costs per receipt issued	7	\$4.74	\$4.22	\$4.35	\$4.48
# of financial documents prepared per FTE	8	452	416	425	425
personnel costs per financial document prepared	8	\$186.55	\$154.28	\$158.90	\$163.67
personnel costs per payment request audited/prepared per FTE	8	\$36.06	\$34.78	\$35.82	\$36.90
# of recon errors/irregularities identified/corrected	8	3,735	4,166	4,166	4,166
<i>Effectiveness:</i>					
% of documents audited and posted within 2 business days	7	96%	96%	96%	96%
% of financial documents completed within 30 days of period end	8	90%	90%	90%	90%
% of escrow payments audited/prepared within 2 days	8	90%	90%	90%	90%
% of AR invoices processed within 2 days	8	98%	98%	98%	98%

COUNTY FINANCE

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 3,693,649	\$ 4,151,563	\$ 4,339,224	\$ 4,632,183
Operating Expenditures	324,828	329,587	415,041	415,041
Capital Equipment	-	26,220	-	-
Total	\$ 4,018,476	\$ 4,507,370	\$ 4,754,265	\$ 5,047,224

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Board Funding	\$ 4,018,476	\$ 4,507,370	\$ 4,754,265	\$ 5,047,224
Total	\$ 4,018,476	\$ 4,507,370	\$ 4,754,265	\$ 5,047,224

<u>Positions</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Board Funding	54	55	55	55
Total	54	55	55	55

All of the operational expenditures for County Finance are budgeted in Board Funding.

One position was transferred from Payroll during the FY 2017 year. The FY 2018 and FY 2019 budgets reflect continuation funding.

BOARD RECORDS

MISSION: Attend meetings of the Board of County Commissioners and committees of the board. Produce, record index and distribute the official minutes of these meetings. Maintain custody of all county resolutions, ordinances and contracts. Keep and protect the public records, provide required services, and serve the people of Hillsborough County in a professional, accurate and efficient manner.

KEY OBJECTIVES:

1. Maintain minutes and records of the BOCC and other committees and councils appointed by the BOCC, process and distribute agenda items within ten days of receipt and produce meeting minutes within 21 days of meeting date.
2. Attend and record zoning meetings; have zoning files available for view by the public; accept oral argument requests; notify parties of record for the BOCC Land Use Meeting dates.
3. Maintain historic lobbyist registrations through the Clerk's internet.*
4. Sell monthly bus passes to County employees and make bi-weekly bank deposits.

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
Record Keeping for BOCC					
<i>Workload/Demand:</i>					
# of agenda items processed	1	6,758	4,208	6,798	6,808
# of meetings attended	1	218	200	258	278
# of BOCC meetings attended	1	82	77	122	142
# of hours in meetings	1	463	445	503	523
<i>Efficiency:</i>					
# of agenda items per FTE	1	2,250	2,104	2,290	2,300
# of meetings attendee per FTE	1	55	67	90	110
<i>Effectiveness:</i>					
% of agenda items processed within 10 days of receipts	1	100%	100%	100%	100%
% of minutes produced within 21 days	1	96%	67%	96%	96%
% of BOCC minutes produced within 21 days	1	96%	84%	96%	96%
Zoning Process					
<i>Workload/Demand:</i>					
# of applications processed	2	456	581	496	516
# of yearly meetings	2	25	25	65	85
# of party of record notification letter mail-outs	2	741	1,691	781	801
# of oral argument request received	2	77	135	120	140
<i>Efficiency:</i>					
# of FTE's	2	0.25	0.25	0.25	0.25

(continued)

BOARD RECORDS

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
<i>Effectiveness:</i>					
% of applications processed within 10 days	2	100%	100%	100%	100%
% of evidence from yearly meetings processed and mailed within 24 hours	2	100%	100%	100%	100%
% of party of record notification mail outs within 20 days of BOCC Land Use Meeting	2	100%	100%	100%	100%
% of oral argument request copies and set out for pickup by county departments within 24 hours.	2	100%	100%	100%	100%
Lobbyist Registration* Effective 4/21/16 County Attorney's Office handles lobbyist registration.					
<i>Workload/Demand:</i>					
# of registrations processed	3	262	0	0	0
<i>Effectiveness:</i>					
% of registrations posted on the Clerk's internet quarterly		100%	0%	0%	0%
BOCC Research					
<i>Workload/Demand:</i>					
# of research requests	1	108	196	150	170
# of copies	1	2401	4953	2440	2460
# of CD's and tapes	1	10	7	30	40
# of e-mails/faxes (per page)	1	91	175	131	141
<i>Effectiveness:</i>					
% of requests processed within 48 hours	1	100%	100%	100%	100%
Bus Pass Sales					
<i>Workload/Demand:</i>					
# of passes sold	4	1988	1762	2020	2040
# of deposits made	4	64	56	64	64

BOARD RECORDS

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 349,214	\$ 317,578	\$ 383,066	\$ 384,631
Operating Expenditures	9,321	14,808	17,856	17,191
Capital Equipment	-	-	149,350	-
Total	\$ 358,535	\$ 332,386	\$ 550,272	\$ 401,822

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Board Funding	\$ 358,535	\$ 332,386	\$ 550,272	\$ 401,822
Total	\$ 358,535	\$ 332,386	\$ 550,272	\$ 401,822

<u>Positions</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Board Funding	6	6	6	6
Total	6	6	6	6

All of the operational expenditures for Board Records are budgeted in Board Funding.

New voting software and agenda management software for use in the Board of County Commissioner (BOCC) meetings was approved in the FY 2018 budget.

BOARD SERVICES

MISSION: Provide professional administrative support to the Board of County Commissioners in a cost effective manner.

KEY OBJECTIVES:

1. Provide quality professional administrative and clerical support to the Board of County Commissioners and their Aides.
2. Administer the appointment process for all Boards, Councils, and Committees.
3. Coordinate the Financial Disclosure Reporting for the BOCC, County Administrator, and all Constitutional Officers.

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
<i>Workload/Demand:</i>					
Board of County Commissioners Support:					
# of Regular Board Meetings	1	22	21	20	20
# of Work Shop Meetings	1	11	9	15	15
# of BOCC Master Calendars Prepared/Published	1	53	52	52	52
# of Incoming Mail Items	1	9,517	8,832	8,500	8,500
# of Chairman's Correspondence/Letters	1	108	30	30	30
Boards and Councils:					
# of Boards, Councils, and Commissions	2	48	48	48	48
# of Positions on all Boards, Councils, and Commissions	2	526	533	533	533
# of Applications Processed for Vacancies	2	276	316	300	300
# of Press Releases for Openings	2	5	8	6	6
Coordinate of Financial Disclosure Reporting:					
# of individuals with Financial Disclosure Requirements	3	208	196	196	196

BOARD SERVICES

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 478,023	\$ 521,676	\$ 558,898	\$ 592,263
Operating Expenditures	1,628	4,416	3,143	3,143
Capital Equipment	-	-	-	-
Total	\$ 479,651	\$ 526,092	\$ 562,041	\$ 595,406

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Board Funding	\$ 479,651	\$ 526,092	\$ 562,041	\$ 595,406
Total	\$ 479,651	\$ 526,092	\$ 562,041	\$ 595,406

<u>Positions</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Board Funding	5	5	5	5
Total	5	5	5	5

All of the operational expenditures for BOCC Services are budgeted in Board Funding.

The FY 2018 and FY 2019 budgets reflect continuation funding.

PLANT CITY

MISSION: Provide outstanding customer service to all customers, while assuring our work practices are handled with integrity, transparency and accountability. Plant City location provides customer support for Official Records , multiple Court areas, as well as Judiciary support in and out of the courtroom.

KEY OBJECTIVES:

1. Serve the citizens in all areas of Branch operations in a courteous, professional and timely manner within the required time standards.
2. Record documents, issue marriage licenses, passports, and perform marriage ceremonies to comply with Clerk’s policy and statutory requirements.
3. Accept and process pleadings for Traffic and County Criminal. Accept and process petitions and pleadings for pro se parties for Family Law/Domestic Violence, County and Circuit Civil, and Probate cases within time standards.
4. Prepare court dockets and provide courtroom clerks for all Plant City Court divisions.
5. Maintain an average wait time for both Courts and Official Records of 15 minutes or less.

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
<i>Workload/Demand:</i>					
# of marriage License issued	1, 2	883	926	1,000	1,000
# of Marriage Ceremonies performed	1, 2	216	235	250	250
# of Documents recorded	1, 2	30,773	12,970	12,000	12,000
# of Passports Issued	1, 2	1,180	1,387	800	800
# of customers served in Courts	1, 3, 5	39,932	35,033	35,000	35,000
# of Customers served in Official Records	1, 5	7,218	7,822	7,500	7,500
<i>Efficiency:</i>					
# of Marriage License issued per FTE	1, 2	442	463	500	500
# of Marriage Ceremonies performed per FTE	1, 2	108	118	125	125
# of Documents recorded per FTE	1, 2	15,387	6,485	6,000	6,000
# of Passports Issued per FTE	1, 2	590	694	400	400
# of customers served in Courts per FTE	1, 3, 5	3,993	3,503	3,500	3,500
# of Customers served in Official Records per FTE	1, 5	3,609	3,911	3,750	3,750
<i>Effectiveness:</i>					
% of customers waiting 15 minutes or less Courts	1, 3, 5	95%	96%	97%	97%
% of customers waiting 15 minutes or less Official Records	1, 5	95%	96%	97%	97%

PLANT CITY

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 1,255,871	\$ 1,219,502	\$ 1,260,980	\$ 1,232,605
Operating Expenditures	17,605	27,420	37,854	36,738
Capital Equipment	-	-	-	-
Total	\$ 1,273,476	\$ 1,246,922	\$ 1,298,834	\$ 1,269,343

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Board Funding	\$ 4,855	\$ 9,626	\$ 16,076	\$ 16,076
Court Fees Funding	1,115,823	1,068,808	1,116,593	1,086,040
General Government	152,798	168,488	166,165	167,227
Total	\$ 1,273,476	\$ 1,246,922	\$ 1,298,834	\$ 1,269,343

Positions

Court Fees Funding	27	19	19	18
General Government Funding	2	2	2	2
Total	29	21	21	20

The Plant City location is a full courthouse, so the bulk of the operating budget is funded by court fees. However, since they also perform official records functions, a portion of the operating budget is in general government funding. Finally, in accordance with Chapters 28.35 and 29.008, Florida Statutes, court data processing, facilities and telecommunications expenditures are budgeted in Board Funding.

The FY 2017 budget eliminated two positions and transferred six positions to other Court departments. One position was transferred to Civil Court Processing in the FY 2019 budget.

BRANDON AND SOUTHSHORE REGIONAL SERVICE CENTERS

MISSION: Provide outstanding customer service to all customers, while assuring our work practices are handled with integrity, transparency and accountability. Both locations provide customer support for Official Records and multiple Court areas.

KEY OBJECTIVES:

1. Maintain an average wait time for customers of 15 minutes or less.

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
Brandon					
<i>Workload/Demand:</i>					
# of customers served at front counter in Courts	1	49,527	32,423	30,000	30,000
# of customers served at front counter in Official Records	1	23,649	22,453	20,600	20,600
# of Marriage License issued	1	2,482	2,596	2,790	2,790
# of Marriage Ceremonies performed	1	835	905	858	858
# of Documents recorded	1	87,126	80,885	88,400	88,400
# of Passports Issued	1	5,773	3,572	2,109	2,109
<i>Efficiency:</i>					
# of customers served at front counter in Courts per FTE	1	9,905	6,485	6,000	6,000
# of customer served at front counter in Official Records per FTE	1	5,912	5,613	5,150	5,150
# of Marriage License issued per FTE	1	621	649	698	698
# of Marriage Ceremonies performed per FTE	1	209	226	215	215
# of Documents recorded per FTE	1	21,782	20,221	22,100	22,100
# of Passports Issued per FTE	1	1,443	893	527	527
<i>Effectiveness:</i>					
% of customers waiting 15 minutes or less	1	100%	83%	85%	85%

Southshore

Workload/Demand:

# of customers served at front counter in Courts	1	11,553	11,234	11,500	11,500
# of customers served at front counter in Official Records	1	9,459	8,201	8,100	8,100
# of Marriage License issued	1	625	635	669	669
# of Marriage Ceremonies performed	1	220	257	237	237
# of Documents recorded	1	7,164	10,336	10,100	10,100
# of Passports Issued	1	1,771	1,699	1,443	1,443

(continued)

BRANDON AND SOUTHSORE REGIONAL SERVICE CENTERS

SERVICES/MEASURES:	key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
<i>Efficiency:</i>					
# of customers served at front counter in Courts per FTE	1	5,776	5,617	5,750	5,750
# of customer served at front counter in Official Records per FTE	1	9,459	8,201	8,100	8,100
# of Marriage License issued per FTE	1	625	635	669	669
# of Marriage Ceremonies performed per FTE	1	220	257	237	237
# of Documents recorded per FTE	1	7,164	10,336	10,100	10,100
# of Passports Issued per FTE	1	1,771	1,699	1,443	1,443
<i>Effectiveness:</i>					
% of customers waiting 15 minutes or less	1	100%	83%	85%	85%

BRANDON AND SOUTHSHORE REGIONAL SERVICE CENTERS

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 958,259	\$ 950,627	\$ 919,650	\$ 943,336
Operating Expenditures	32,208	33,953	51,926	45,316
Capital Equipment	-	-	-	-
Total	\$ 990,467	\$ 984,580	\$ 971,576	\$ 988,652

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Board Funding	\$ 6,742	\$ 8,716	\$ 18,200	\$ 9,000
Court Fees Funding	463,923	452,113	454,164	463,497
General Government	519,802	523,752	499,212	516,155
Total	\$ 990,467	\$ 984,580	\$ 971,576	\$ 988,652

Positions

Court Fees Funding	10	7	7	7
General Government Funding	9	8	7	7
Total	19	15	14	14

Since Brandon Regional Service Center performs court operations functions and official records function, the operating budget is divided between court fees funding and general government funding. However, in accordance with Chapters 28.35 and 29.008, Florida Statutes, court data processing, facilities and telecommunications expenditures are budgeted in Board Funding.

Four positions were eliminated in the FY 2017 budget year - three Court positions and one General Government position. One General Government position was eliminated in the FY 2018 budget. The FY 2018 and FY 2019 budgets reflect continuation funding.

OFFICIAL RECORDS

MISSION: To accurately record, manage, index, and preserve official public records for Hillsborough County; to issue and record marriage licenses and forward the recorded licenses to the Florida Department of Vital Statistics; to administer the Passport application process effectively as the Clerk's agent for the U.S. State Department; and to provide efficient service and accurate information to the constituents' of Hillsborough County by using the telephone, internet, or face-to-face contacts.

KEY OBJECTIVES:

1. To ensure the public record is correct and available to all who wish to access it, to preserve and protect the information, and to redact confidential information from public view.
2. To manage the marriage license process, to properly record licenses, and to timely send the recorded licenses to the State Department of Vital Statistics.
3. To correctly and effectively process passport applications as an agent of the U.S. State Department.
4. To serve the public in the Records Library by accessing and understanding public records from the 1800s to present and to service those records on an as-needed basis.

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
<i>Workload/Demand:</i>					
# of marriage license issued	2	10,703	10,950	11,000	11,500
# of passport applications processed	3	11,652	9,665	10,000	10,500
\$ amount of records library service charges	4	\$247,604	\$248,499	\$250,000	\$253,000
# of total documents recorded	1	516,282	501,458	516,000	531,000
# of documents e-recorded	1	315,897	352,834	355,000	357,000
# of documents recorded in person or by mail	1	200,385	148,624	145,000	143,000
<i>Efficiency:</i>					
# of marriage licenses issued per FTE	2	563	576	590	600
# of passports applications processed per FTE	3	613	508	550	600
# of documents recorded per FTE	1	27,172	26,393	27,000	28,000
<i>Effectiveness:</i>					
% of marriage license issued, recorded & sent to Dept of Vital Statistics by the 5th of each month.	2	100%	100%	100%	100%
% of passport correctly processed and mailed to U.S. Dept of State	3	100%	100%	100%	100%
% of documents recorded with 3 days	1	69%	71%	100%	100%

OFFICIAL RECORDS

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 1,966,144	\$ 2,140,302	\$ 2,379,408	\$ 2,450,021
Operating Expenditures	61,895	66,551	203,601	133,108
Capital Equipment	81,925	-	-	-
Total	\$ 2,109,964	\$ 2,206,854	\$ 2,583,009	\$ 2,583,129

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Board Funding	\$ -	\$ -	\$ 8,500	\$ 8,600
General Government	2,109,964	2,206,854	2,574,509	2,574,529
Total	\$ 2,109,964	\$ 2,206,854	\$ 2,583,009	\$ 2,583,129

Positions

General Government Funding	39	39	39	39
Total	39	39	39	39

Most of the operational expenditures for Official Records are budgeted in General Government. However, in accordance with 29.008, Florida Statutes, facilities and microfilming expenditures are budgeted in Board Funding.

The FY 2018 and FY 2019 budgets reflect continuation funding.

TAX DEEDS

MISSION: The mission of Tax Deeds is to process all tax deed certificates received from the Tax Collectors Office in an efficient manner within the dictates of Florida Law. The procedure of processing a tax certificate can result in either a tax sale & issuance of a tax deed or the redemption of property. If property is sold for an amount greater than those owed to cover the taxes and costs of sale, excess proceeds may have to be disbursed. The Tax Deeds Department must perform all the tasks detailed in Chapter 197, Florida Statutes, together with complying with case law and Department of Revenue regulations governing tax deed sales. The tax deed sale process includes a number of steps including the mailing of official notifications, advertising the property for sale, including publishing the correct legal description, and holding the public auction for sale of the tax deed.

KEY OBJECTIVES:

1. Process all Tax Certificates within 60 days from the date of advertised sale.
2. Hold sales on time as advertised with the local newspaper.
3. Distribute Excess Proceeds in accordance with F.S. 197.592 and Dept of Revenue Rule 12d-13.065

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18*	Projected FY 19*
<i>Workload/Demand:</i>					
Tax Certificate files processed	1	750	810	907	1,000
Sales of Property	2	235	274	290	310
Excess Proceeds	3	286	432	795	1,074
<i>Efficiency:</i>					
Tax Certificate files per FTE	1	250	270	303	335
Sales of property per FTE	2	79	91	96	112
Excess Proceeds per FTE	3	80	432	795	1,074
<i>Effectiveness:</i>					
% of Tax Certificate files processed with timeline	1	100%	100%	100%	100%
% of sales held on time	2	100%	100%	100%	100%
Excess Proceeds Resolved	3	60%	54%	100%	100%

*FY 18 & FY 19 Projections for Excess Proceeds are based on legislation currently before the House & Senate, which is anticipated to be passed this legislative session. This will most likely increase the volume of claims received because of the implementation of a new 120 day time bar for claims to be made. The time bar will allow the Clerk's office to resolve 100% of the tax deed files within a year; either by payment to the titleholder who the time bar does not apply to or by interpleader.

TAX DEEDS

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 428,003	\$ 459,164	\$ 438,423	\$ 479,152
Operating Expenditures	3,613	3,351	16,487	8,740
Capital Equipment	-	-	-	-
Total	\$ 431,616	\$ 462,515	\$ 454,910	\$ 487,892

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
General Government	\$ 431,616	\$ 462,515	\$ 454,910	\$ 487,892
Total	\$ 431,616	\$ 462,515	\$ 454,910	\$ 487,892

<u>Positions</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
General Government Funding	6	6	6	6
Total	6	6	6	6

All of the operational expenditures for Tax Deeds are budgeted in General Government Funding.

The FY 2018 and FY 2019 budgets reflect continuation funding.

IMAGING

MISSION: The mission of the Imaging Team is to comply with the Florida Statutes, Rules of Procedure, and Administrative Orders in regards to Electronic Court Records that are filed with or maintained by the Clerk of Court. Provide high-quality imaged court records to the public, judiciary, and governmental agencies.

KEY OBJECTIVES:

1. Provide scanning services to provide images for customers thus reducing the number of court files physically transported from the Record Center.
2. Back-scan records that have 75 year retention requirements to reduce footprint of paper court case files stored at the Record Center.
3. Image 100% of court pleadings requested within 1 business day.
4. Ensure 100% quality images.

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
<i>Workload/Demand:</i>					
# of case files imaged	1,4	11,000		6,500	6,825
# of pleadings imaged	1,3,4	NA		1,638	3,276
<i>Efficiency:</i>					
# of cases imaged by per FTE	1,4	785		1,300	1,365
# of pleadingS imaged by per FTE (on-demand)	1,3,4	NA		1,638	3,276
<i>Effectiveness:</i>					
Percentage %	3,4	100		100	100

IMAGING

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 692,785	\$ 242,265	\$ 242,743	\$ 255,293
Operating Expenditures	3,120	2,002	24,500	5,500
Capital Equipment	-	-	-	-
Total	\$ 695,905	\$ 244,266	\$ 267,243	\$ 260,793

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Board Funding	\$ 1,757	\$ 1,757	\$ 9,500	\$ 1,500
Court Fines (10%) Fund	694,148	242,509	-	-
General Government	-	-	257,743	259,293
Total	\$ 695,905	\$ 244,266	\$ 267,243	\$ 260,793

Positions

Court Fines (10%) Fund	26	8	0	0
General Government	0	0	5	5
Total	26	8	5	5

Most of the operational expenditures for Imaging were budgeted in Court Fines (10%) Funding during the FY 2016 and FY 2017 years. The funding was moved to General Government for the FY 2018 and FY 2019 years. However, in accordance with Chapters 28.35 and 29.008, Florida Statutes, data processing and telecommunications expenditures are budgeted in Board Funding.

Seven positions were eliminated in the FY 2017 budget and eleven positions were transferred to other Court departments. Three positions were transferred to Criminal Court Processing in the FY 2018 budget. The FY 2019 budget reflects continuation funding.

CLERK'S ADMINISTRATION

MISSION: To provide organization-wide administrative support in the areas of strategic planning, legal services, contract administration, communications, facilities and liaison with Clerk employees. To promote employee engagement, some of these functions are supported by standing committees which include Governance, Strategic Planning, Customer Experience, Communications and Employee Appreciation. These services will be provided in a professional and efficient manner and at the lowest cost consistent with effective performance.

KEY OBJECTIVES:

1. Continuously update the Strategic Plan initiatives to ensure delivery of goals and objectives.
2. Provide legal counsel and direction to ensure compliance with federal laws and regulations, state statutes and rules, local ordinances, and Office policies and procedures.
3. Continuously review policies and processes within the organization to ensure compliance with established policies, procedures, laws and regulations.
4. Provide proactive external communications that educates, informs, and engages the public.
5. Effectively communicate and engage with our employees regarding organizational changes, policies, opportunities, and events.

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
<i>Workload/Demand:</i>					
# of Policies Issued for Acknowledgement		15	7	30	5
# of Strategic Plan Initiatives by Status (Started 2/9/2017)					
Concept (preparing Summary for Governance review)		N/A	3	10	10
Planning (on Governance but dates/resources uncertain)		N/A	35	20	20
Initiate (inventory of proposals; waiting for resources)		N/A	70	75	50
Hold		N/A	8	15	15
Active (resourced; on Governance or burndown lists)		N/A	43	60	50
Completed		N/A	29	50	90
Total		N/A	188	230	235
<i>CONTRACTS:</i>					
# of New Contracts Administered		32	40	45	50
# of Renewal Contracts Administered		58	58	60	60
# of Clerk Authorization Forms (CARFs)		216	233	275	250
<i>LEGAL:</i>					
Litigation Cases Pending in all Courts & Agencies		N/A	270	270	270
Litigation Bond Motions Reviewed & Answered		N/A	732	732	732
Legislation - Filed Bills Reviewed & Analyzed		N/A	2,782	2,782	2,782
<i>COMMUNICATIONS:</i>					
# of Facebook Post Likes		N/A	896	1,220	1,520
Facebook Reach (# of people reached)		N/A	N/A	11,140	11,600
Facebook Post Engagements		N/A	N/A	700	950
<i>FACILITIES:</i>					
Sq. Ft. of Space Occupied by Clerk Employees		196,665	188,299	181,456	181,456
# of Facilities Work Order Requests		N/A	528	380	380
<i>EMPLOYEE LIAISON:</i>					
# of Investigations Undertaken		15	11	10	10
# of Formal Complaints		N/A	N/A	14	14

CLERK'S ADMINISTRATION

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 1,450,531	\$ 1,242,107	\$ 1,320,391	\$ 1,552,054
Operating Expenditures	147,514	367,341	327,224	245,586
Capital Equipment	-	-	-	-
Total	\$ 1,598,045	\$ 1,609,448	\$ 1,647,615	\$ 1,797,640

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Allocated Departments	\$ 1,540,070	\$ 1,400,030	\$ 1,441,940	\$ 1,591,203
Board Funding	56,464	123,470	70,601	68,301
Court Fines (10%) Fund	1,324	-	-	-
General Government	187	85,948	135,074	138,136
Total	\$ 1,598,045	\$ 1,609,448	\$ 1,647,615	\$ 1,797,640

Positions

General Government	1	1	1	1
Allocated Departments	10	9	9	9
Total	11	10	10	10

The Clerk's Administration and Legal Counsel expenditures are budgeted in the Allocated Departments, while Facilities Administration, data processing and telecommunications expenditures are budgeted in Board Funding. One administrative position is budgeted in General Government.

One Allocated position was eliminated in the FY 2017 budget. The FY 2018 and FY 2019 budgets reflect continuation funding.

HUMAN RESOURCES

MISSION: It is the mission of Human Resources to become an employer of choice, to provide quality and professional customer service to all employees and management of the Hillsborough County Clerk of the Circuit Court's office for all human resource needs in the areas of: employment, recruitment, hiring and selection, leave administration, benefits administration, compensation, training and development, workers' compensation, retirement processing, policy administration, personnel records management, disciplinary issues and compliance with laws and regulations. Human Resources will provide these services responsibly, efficiently and cost effectively.

KEY OBJECTIVES:

1. Administer benefits to all active, separated and retired employees through briefings, open enrollment, one-on-one sessions to ensure employee satisfaction.
2. Manage employee recruitment program with the objective of interviewing, hiring, testing, and retaining high quality employees to provide excellent service and support. Perform associated background investigation checks prior to job offers, promotions or deputizations.
3. Perform records management for personnel files; complete all requests for employment verification within 24 hours, convert to and maintain electronic personnel files; process all public records requests in accordance with the law.
4. Provide guidance to all levels of the organization concerning policies and human resource related topics, laws and regulations. Provide guidance regarding existing rules and assistance in implementing new policies or revising existing policies as needing and in accordance with all laws and regulations.
5. Provide onboarding services and associated activities and processes in a timely manner.
6. Administer, track and monitor all leaves of absence; conduct leave planning meetings; conduct FMLA training as needed.
7. Administer all workers' compensation claims within the agency and coordinate all associated leaves of absence.
8. Maintain and ensure accuracy of data/deductions within the Oracle HR system; prepare status reports and maintain organizational charts.
9. Coordinate and process all agency retirements and associated benefits.
10. Provide employee and management training and development.
11. Conduct new hire orientation/onboarding.
12. Coordinate all disciplinary proceedings and associated actions.
13. Coordinate all requests regarding the Department of Economic Opportunity and EEOC and participate in associated hearings.
14. Oversee all internal investigations.
15. Administer, monitor and process appraisals for the organization.
16. Administer requests for accommodations under the ADAA.
17. Provide weekly Key Performance Indicators to Policy Group to provide accurate information for decision-making.
18. Track attendance infractions and monitor notifications of noncompliance.

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
Workload/Demand:					
Onboarding Meetings	5, 11	13	37	52	52
Recruitments	2	114	90	100	100
Pre-disciplinary hearings administered	12	15	12	20	20
New hire group orientations	5	12	12	12	12
Background screenings	2	260	212	300	300
Employee separations processed	1,12	130	99	125	125
Retirement/DROP briefings/sessions	1, 9	60	31	50	50
Leaves of absence administered	6	355	407	450	450
Workers Comp Cases administered	7		25	30	30
Applications Reviewed	2		9,146	10,000	10,000

(continued)

HUMAN RESOURCES

SERVICES/MEASURES:	key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
ADA Accommodation Requests	16	14	12	20	20
Current/Active retiree personnel files maintained	3	837	837	775	775
Clerk ID badges created	5	234	231	225	225
Employment Verifications processed	3	50	104	125	125
Conduct exit interviews	1		64	80	80
Process Performance Appraisals	15	610	379	400	400
Public Records Requests	3	50	4	10	10
EEOC requests	13	3	4	5	5
Applicants tested	2	489	581	600	600
Attendance Infractions letters created	18	292	244	300	300
Provided Key Performance Indicators to Policy Group	17		52	52	52

HUMAN RESOURCES

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 520,957	\$ 557,379	\$ 550,001	\$ 611,919
Operating Expenditures	48,500	62,496	113,450	110,950
Capital Equipment	-	-	-	-
Total	\$ 569,457	\$ 619,875	\$ 663,451	\$ 722,869

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Allocated Departments	\$ 569,457	\$ 619,875	\$ 657,951	\$ 719,869
Board Funding	-	-	5,500	3,000
Total	\$ 569,457	\$ 619,875	\$ 663,451	\$ 722,869

Positions

Allocated Departments	8	7	7	7
Total	8	7	7	7

Most of the operational expenditures for Human Resources are budgeted in the Allocated Departments. However, in accordance with 29.008, Florida Statutes, data processing and telecommunication expenditures are budgeted in Board Funding.

One position was eliminated in the FY 2017 budget. The FY 2018 and FY 2019 budgets reflect continuation funding.

MAIL SERVICES AND PURCHASING

MISSION: Mail Services: Provide proficient, expedient & reliable mail services to over (200) departments of the Clerk of the Circuit Court, Board of County Commissioners, and other Hillsborough County agencies while remaining compliant with all USPS regulations and the Federal Private Express Statutes. Purchasing: As guardian of the people's assets, provide a legal, timely and cost effective method of purchasing commodities and services under the Clerk of the Circuit Court while maintaining the highest level of professionalism, ethics, and integrity.

KEY OBJECTIVES:

1. Efficiently sort and re-deliver all inbound mail received from the USPS and expedited mail services for the CCC, BOCC, and other Hillsborough County agencies on a daily and/or weekly basis.
2. Efficiently process outbound mail, expedited mail and apply postage cost daily.
3. Efficiently pick-up, redeliver, sort, and distribute inter-office and prepaid mail for CCC, BOCC, and other Hillsborough County agencies daily.
4. Efficiently fold, insert, seal and apply postage to various notices and checks (i.e., W-2's, 1099's, court notices, etc.) for CCC, BOCC, and other Hillsborough County agencies.
5. Efficiently monitor the maintenance of all Clerks' vehicles used in our daily courier operations.
6. Effectively scan utility bills for County Finance thru the Falcon system.
7. Manage a centralized purchasing department capable of providing superior service and support for CCC Departments, with a processing goal of completing 95% of all requisitions received within (5) working days, including vendor quotes, P-Card purchases and Blankets.
8. Ensure professional, ethical and accountable procurement of commodities and services.
9. Promote goodwill and clear communication with vendors, CCC customers and all those involved in the procurement process.
10. Manage the competitive Bids, Requests for Proposals and Requests for Quotations processes.
11. Manage automated purchasing activity and process approximately 2,000 regular, blanket and P-card purchases per year.
12. Complete purchasing review and process Clerk's Authorization Request Forms (CARFs) within 24 hours of receipt to expedite receiving of commodities & services.

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
<i>Workload/Demand:</i>					
# of pieces of USPS mail received & redelivered	1,13	903,078	949,026	949,026	949,026
# of pieces of expedited/certified mail tracked	1,2,13	25,462	22,445	22,445	22,445
# of pieces of mail processed or shipped	2,4,13	1,070,024	1,896,646	1,896,646	1,896,646
Postage cost	2,13	\$799,122	\$878,181	\$878,181	\$878,181
# of pieces of inter-office & prepaid mail picked up & delivered	3,13	772,878	830,118	830,118	830,118
# of boxes picked up and delivered	3,13	7,347	7,213	7,213	7,213
# of Notices & Jury Summons	2,4,13	610,534	771,508	771,508	771,508
# of checks & accounting letters	2,4,13	54,568	51,487	51,487	51,487
# of locations serviced	1,3,13	240	209	209	209
# of vehicles managed	5	7	7	6	7

(continued)

MAIL SERVICES AND PURCHASING

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
# of requisitions reviewed & processed through Oracle (proj 2% increase)	7,8,9, 11,13	1525	1481	1510	1540
# of Bids, Requests for Proposals & Request for Quotations compiled and issued	7,8,9, 10,13	3	1	2	3
# of isupplier vendors used by Purchasing	7,8,9, 11,13	201	206	220	220
# of CARFs reviewed and processed	7,8,9, 12,13	90	213	200	200
# of P-Card purchases made by Purchasing Staff	7,8,9, 11,13	137	228	225	225
 <i>Efficiency:</i>					
# of incoming pieces of mail per FTE (6.5 employees)	1,3,13	131,868	146,004	146,004	146,004
# of outgoing pieces of mail per FTE (3 employees)	1,2,4, 13	418,417	632,215	632,215	632,215
# of pieces of inter-office & prepaid mail per FTE (6.5 employees)	3,13	110,411	127,710	127,710	127,710
Average # of locations serviced per FTE (6.5 employees)	1,3,13	35	32	32	32
# of vehicles managed per FTE (2 employees)	5	3.5	3	3	3.5
# of requisitions processed per FTE (based on 2 FTEs, 2% increase)	7,8,9, 11,13	763	741	755	770
# of CARFs processed within 24 hours of receipt	7,8,9, 12,13	89	201	225	225
# of reviewed P-card transactions as P-card Administrator	7,8,9, 11,13	435	525	550	550
 <i>Effectiveness:</i>					
% of incoming mail delivered	1,3,13	99.90%	99.90%	99.90%	99.90%
% of requisitions completed within 5 working days	7,8,9, 11,13	90%	94%	95%	95%
% of office supply requisitions completed within 5 working days	7,8,9, 11,13	97%	99%	95%	95%
Avg # of days to complete a requisition	7,8,9, 11,13	2	1.9	3	3
% of CARFs processed within 24 hours of receipt	6,8,9, 12,13	99%	94%	98%	98%

MAIL SERVICES & PURCHASING

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 673,505	\$ 646,271	\$ 663,491	\$ 692,909
Operating Expenditures	65,674	62,148	93,770	110,550
Capital Equipment	67,982	24,567	26,000	48,401
Total	\$ 807,161	\$ 732,985	\$ 783,261	\$ 851,860

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Allocated Departments	\$ 407,581	\$ 352,033	\$ 361,250	\$ 366,359
Board Funding	399,580	380,953	422,011	485,501
Total	\$ 807,161	\$ 732,985	\$ 783,261	\$ 851,860

Positions

Allocated Departments	8	6	6	6
Board Funding	6	6	6	6
Total	14	12	12	12

The Purchasing function is budgeted in the Allocated Departments. Mail Services processes mail for both BOCC and Clerk Departments, so the operational expenditures are budgeted in both the Allocated Departments and Board Funding. The division is based on mail volume, which is roughly an even split between BOCC and Clerk. However, all costs associated with vehicles, data processing equipment and telecommunications is budgeted in Board Funding.

Two allocated positions were eliminated in the FY 2017 budget. The FY 2018 and FY 2019 budgets reflect continuation funding.

CCC ACCOUNTING

MISSION: Perform the accounting activities for the office of the Clerk of the Circuit Court accurately and timely in order to ensure the financial integrity of the Clerk's Office. Audit and reconcile financial activities to maintain security and control of the Clerk's financial records in an effective and efficient manner. Prepare and issue state, federal, and agency financial reports as required. Perform the accounting functions in compliance with Generally Accepted Accounting Principles as practiced in the United States.

KEY OBJECTIVES:

1. Audit & reconcile deposits within two business days 100% of the time
2. Ensure that all payment requests are processed within 10 calendar days.
3. Process 100% of NSF checks and collect 65%.
4. Audit 100% of receiving reports and interface within 4 working days.
5. Process 100% of juror payments accurately and within 20 days of service completion.
6. Perform all accounting functions and close each month by the 14th of the next month.
7. Submit mandatory remittances and reports by the county and state deadlines.
8. Issue all monthly reports by the 15th of the following month.

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
<i>Workload/Demand:</i>					
# of deposit reconciliations per year	1	4,715	4,611	4,600	4,600
# of consolidated payment requests per year	2,7	14,142	11,840	13,000	13,000
# of NSF checks per month	3	22	20	20	20
# of interfaces per month	4	65	72	72	72
# of jury & witness checks per month	5	1,108	1,135	1,200	1,200
# of monthly closings	6	12	12	12	12
# of bank reconciliations per month	7	10	10	10	10
# of monthly reports	8	9	9	9	9
# of jury & witness requests entered	5	13,301	13,617	13,000	13,000
# of journal entries processed	6	5,738	5,676	5,500	5,500
<i>Efficiency:</i>					
# of deposit reconciliations per FTE per year	1	1,572	1,537	1,530	1,530
# of payment requests per FTE per year	2,7	2,828	2,368	2,600	2,600
# of NSF checks per FTE per month	3	11	10	10	10
# of interfaces per FTE per month	4	33	36	36	36
# of jury & witness checks per FTE per month	5	739	756	800	800
# of monthly closings per FTE	6	1	1	1	1
# of bank reconciliations per FTE per month	6	10	10	10	10
# of monthly reports per FTE	8	9	9	9	9

(continued)

CCC ACCOUNTING

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
<i>Effectiveness:</i>					
% of deposit reconciliations completed within two business days	1	99%	99%	99%	99%
% of NSF checks collected	3	98%	95%	99%	99%
% of payments issued within average of 10 days of request	2,7	83%	86%	100%	100%
% of interfaces completed in 4 business days	4	99%	99%	100%	100%
% of jury & witness checks paid in 20 days from date of service	5	100%	99%	100%	100%
% of monthly closings on time	6	100%	92%	100%	100%
% of bank reconciliations completed by the 25th of the following month	6	100%	100%	100%	100%
% of monthly reports issued on time	8	75%	100%	100%	100%
% of jury requests processed to payment within 4 days	5	95%	90%	99%	99%

CCC ACCOUNTING

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 1,596,620	\$ 1,667,882	\$ 1,759,057	\$ 1,781,122
Operating Expenditures	102,602	108,503	174,845	168,745
Capital Equipment	-	-	-	-
Total	\$ 1,699,222	\$ 1,776,385	\$ 1,933,902	\$ 1,949,867

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Allocated Departments	\$ 1,698,372	\$ 1,775,485	\$ 1,924,072	\$ 1,945,367
Board Funding	850	900	9,830	4,500
Total	\$ 1,699,222	\$ 1,776,385	\$ 1,933,902	\$ 1,949,867

Positions

Allocated Departments	27	26	26	26
Total	27	26	26	26

Most of the operational expenditures for CCC Accounting are budgeted in the Allocated Departments. However, in accordance with 29.008, Florida Statutes, facilities, data processing and telecommunication expenditures are budgeted in Board Funding.

Due to efficiencies realized from the ERP and Odyssey case management systems, one position was eliminated in FY 2017. The FY 2018 and FY 2019 budgets reflect continuation funding.

TRAINING AND DEVELOPMENT

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ -	\$ -	\$ -	\$ 393,356
Operating Expenditures	-	-	-	3,100
Capital Equipment	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ 396,456

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Allocated Departments	\$ -	\$ -	\$ -	\$ 395,856
Board Funding	-	-	-	600
Total	\$ -	\$ -	\$ -	\$ 396,456

Positions

Allocated Departments	N/A	N/A	N/A	6
Total	0	0	0	6

Most of the operational expenditures for Training and Development are budgeted in the Allocated Departments. However, in accordance with 29.008, Florida Statutes, facilities, data processing and telecommunication expenditures are budgeted in Board Funding.

This department was formed for FY 2019 in order to expand our training program across the organization as a split of the Centralized Procedures and Training Department. Four positions were transferred in from the Centralized Procedures and Training Department, one position was transferred in from Criminal Court Processing and 1 position is a newly created Director position.

RECORDS MANAGEMENT

MISSION: Provide timely and responsive customer service to all Clerk departments and employees. Comply with rules, regulations, standards and procedures issued by relevant Federal, State, or other controlling entities. Create and implement systematic controls for records (regardless of format) from the point where records are created and received through final disposition or archival retention, including storage, retrieval, protection and preservation.

KEY OBJECTIVES:

1. Respond to court files requested from the Courts departments using Odyssey.
2. Apply systematic controls and cost reduction principles to the creation, use, maintenance and disposition of recorded information.
3. Direct efforts to manage the full life cycle of records through the giving of full support and assistance from all areas to the development of efficient systems and procedures for the storage and retrieval of information.
4. Manage control over the creation, distribution, retention, utilization, storage, retrieval, protection, preservation, and final disposition of all types of records within Records Management purview. Participate and Perform audits, as needed or as requested. The goal is one (1) audit every quarter.
5. Accurately file pleadings sent by our Court Departments within 2 days of receipt.
6. Deliver requested supplies within one working day to Clerk Departments; within one day for Administrative Boxes; & bi-weekly to Plant City and Traffic.
7. Provide records management training to new and existing staff.
8. Destruction of court files and administrative records, when appropriate.

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
<i>Workload/Demand:</i>					
# of daily case file requests	1	250	236	315	330
# of case file requests file per 5 print schedules (daily)	1	50	47	63	66
# of daily supply requests	6	2	5	5	5
# of pleadings	5	2,000	2,000	2,100	1,500
# of court files audited (Destruction Dept.)	8	10,000	28,866	26,250	27,563
# of court files files destroyed (linear ft.)	8	5,000	774	788	827
# of administrative records destroyed (cu.ft)	8	5,000	1,752	3,000	3,275
# of audites performed	4	2	6	3	6
# of records management training provided	7	2	6	6	8
<i>Efficiency:</i>					
Average # of case files pulled per FTE daily	1	50	150	63	66
Average # of supply items pulled for delivery	6	10	12	12	15
Average # of boxes filled	6	4	5	6	8
Average # of pleadings filed within 2 days	5	500	0	525	550
Average # of court files audited per FTE daily - Destruction Dept.	8	5,000	37	25	27
Average # of audits performed	4	2	6	3	6
Average # of training provided (excluding Scanning)	7	2	3	6	8

(continued)

RECORDS MANAGEMENT

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
<i>Effectiveness:</i>					
% of response to case file requests	1	100	100	100	100
% of response to supply requests %	6	100	100	100	100
% of box files filed	6	100	100	100	100
% of court files destroyed	8	100	100	100	100
% of administrative records destroyed	8	100	100	100	100
% of audits performed	4	100	100	100	100

RECORDS MANAGEMENT

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 396,144	\$ 615,354	\$ 740,517	\$ 759,171
Operating Expenditures	84,644	71,922	170,425	136,100
Capital Equipment	-	-	-	-
Total	\$ 480,789	\$ 687,276	\$ 910,942	\$ 895,271

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Allocated Departments	\$ 226,480	\$ 205,189	\$ 263,106	\$ 267,032
Board Funding	68,622	56,106	100,375	94,700
Court Fines (10%) Fund	185,687	425,982	-	-
Court Fees Funding	-	-	547,461	533,539
Total	\$ 480,789	\$ 687,276	\$ 910,942	\$ 895,271

Positions

Allocated Departments	3	3	3	3
Court Fines (10%) Fund	6	12	0	0
Court Fees Funding	0	0	11	10
Total	9	15	14	13

The largest costs for Records Management is operations of the Court Records Center, so the bulk of the positions are funded in Court Fees Funding. Expenditures for overall records management are budgeted in the Allocated Departments, while costs for vehicles, facilities and microfilming are budgeted in Board Funding.

Six positions were transferred from Imaging in the FY 2017 budget to assist with Records destruction. One position was eliminated in the FY 2018 budget. One additional position was eliminated in the FY 2019 budget.

SYSTEM ADMINISTRATION AND OPERATIONS

IT MISSION: To be the Clerk’s IT consultancy organization that is a partner to the Clerk’s business units and one that is designed for efficiency, responsiveness, and effectiveness given the drivers and constraints of the Clerk’s organization.

We shall achieve our Vision through:

- Aligning IT goals and work portfolio with business goals and objectives
- Integrating IT within and throughout the Business
- Creating a culture where integrity, professionalism, cooperation, responsibility and performance excellence flourish
- Train and coach the IT employees to be System Thinkers and to be committed to the enterprise
- Setting and meeting expectations
- Establishing a common architecture (tools, standards, etc.)
- Providing timely, efficient, and quality services to our clients and working diligently toward continuously evaluating our Information Technology strategies and infrastructure to assure this objective
- Ensuring the investment in IT adds value to the Clerk’s business and the citizens and entities we serve
- Continue to work collaboratively with other constituents to seek economies of scale and improved efficiencies
- Continue to leverage the Clerk’s investment in our key systems (Oracle, OnBase and Odyssey)

MISSION: To Protect The Data entrusted to the Clerk of the Circuit Court (property records, court records, BOCC records, and other official records) against loss, damage, tampering, theft, or any unauthorized access, and to provide a robust, secure, and reliable computer infrastructure to support the systems used to manage these records.

KEY OBJECTIVES:

1. Ensure that network servers are available 99% of the time during business hours
2. Ensure that production applications are available 99% of the time during business hours

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
<i>Workload/Demand:</i>					
Number of servers maintained		334	355	385	415
Terabytes of data stored		n/a	n/a	203	225
Number of pages of print produced by Operations		249,541	480,862	520,000	520,000
<i>Efficiency:</i>					
Number of servers per administrator		47	73	77	83
Percentage of servers virtualized		n/a	n/a	90%	93%
<i>Effectiveness:</i>					
Average network server availability	1	99%	99%	99%	99%
Average production system uptime	2	99%	99%	99%	99%

SYSTEMS ADMINISTRATION AND OPERATIONS

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 1,101,788	\$ 1,103,124	\$ 1,584,435	\$ 1,200,228
Operating Expenditures	1,613,356	1,233,178	1,457,870	1,786,660
Capital Equipment	286,070	564,471	245,000	121,200
Total	\$ 3,001,213	\$ 2,900,773	\$ 3,287,305	\$ 3,108,088

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Allocated Departments	\$ 3,001,213	\$ 2,900,773	\$ 3,287,305	\$ 3,108,088
Total	\$ 3,001,213	\$ 2,900,773	\$ 3,287,305	\$ 3,108,088

Positions

Allocated Departments	17	14	14	11
Total	17	14	14	11

All of the operational expenditures for Systems Administration and Operations are budgeted in the Allocated Departments.

This department was created in FY 2016 as part of a reorganization in Information Technology. Positions performing systems administration and network operations functions were transferred from Information Technology to Systems Administration and Operations. Three positions were transferred to Enterprise Technical Support in the FY 2017 budget. Three positions were transferred to other IT departments in the FY 2019 budget -- one position to Court Solutions and Support, one position to Enterprise Program Management and one position to Enterprise Technical Support. The FY 2018 and FY 2019 budgets reflect continuation funding.

COURT SOLUTIONS AND SUPPORT

MISSION: To provide Technical Support that is efficient, responsive, effective, and using the latest technologies for Courts Solutions related to the critical mission Applications that are with the Tyler Odyssey Suite as well as other Systems (e-Filing, Jury, Supervision, Trakman, Imaging, Appeals, Real Auction, and Judicial Orders).

KEY OBJECTIVES:

1. Provide Daily Operational technical support for Odyssey Case Management, Jury, e-Filing, Clerk's Website, Trakman, Imaging, Appeals, Real Auction, Public Access, and other systems.
2. Using technology through system configurations, programming and business process reengineering through the (SDLC) Systems Development Life Cycle document and build automated solutions, enhancements and improvements to existing programs and workflow.
3. Review, manage, install and implement Odyssey patches and Odyssey upgrades with the Enterprise Support teams in a timely schedule.

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
Workload/Demand:					
# of Odyssey Application/Technical Support issues reported/resolved	1	2361/2159	2051/2000	2044/2044	2044/2044
# of Jury Application?Technical Support issues reported/resolved	1	70/70	89/89	36/35	36/35
# of Clerk's Website Application Technical Support issues resolved	1	13/13	0	0	0
# of e-Filing Application/Technical Support issues reported/resolved	1	82/3	193/193	150/150	150/150
# of Odyssey Custom reports requested reposed/resolved	2	73/70	75/71	88/83	88/83
# of Other System Application Support issues reported/resolved	2	395/388	420/405	477/470	477/470
# of patches/upgrades implemented/resolved	3	57/54	55/51	50/50	50/50
Efficiency:					
Number of FTE's to support technically Odyssey items		9	9	9	9
Number of FTE's to support technically Jury items		2	2	2	2
Number of FTE's to support technically e-filing items		2	2	2	2
Number of FTE's to support technically other system items		2	3	3	3
Effectiveness:					
Percentage of Critical items resolved within 24 hours		95%	95%	96%	97%
Implementation of Odyssey Major Upgrade Release every two years		2	1	1	1
Percentage of technical configurations, programs and changes installed in production with no rollback or rework		95%	95%	96%	96%

COURT SOLUTIONS AND SUPPORT

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 1,458,700	\$ 1,690,518	\$ 1,672,554	\$ 1,784,725
Operating Expenditures	778,529	895,978	873,220	828,044
Capital Equipment	-	-	-	-
Total	\$ 2,237,228	\$ 2,586,496	\$ 2,545,774	\$ 2,612,769

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Allocated Departments	\$ 2,237,228	\$ 2,586,496	\$ 2,545,774	\$ 2,612,769
Total	\$ 2,237,228	\$ 2,586,496	\$ 2,545,774	\$ 2,612,769

Positions

Allocated Departments	14	15	14	15
Total	14	15	14	15

All of the operational expenditures for Court Solutions and Support are budgeted in the Allocated Departments.

One position was transferred in from Enterprise Program Management in the FY 2017 budget. One position was transferred to Enterprise Technical Support in the FY 2018 budget. One position was transferred in from Systems Administration and Operations in the FY 2019 budget. The FY 2018 and FY 2019 budgets reflect continuation funding.

ENTERPRISE SOLUTIONS AND SUPPORT

IT MISSION: To be the Clerk's IT consultancy organization that is a partner to the Clerk's business units and one that is designed for efficiency, responsiveness, and effectiveness given the drivers and constraints of the Clerk's organization.

We shall achieve our Vision through:

- Aligning IT goals and work portfolio with business goals and objectives
- Integrating IT within and throughout the Business
- Creating a culture where integrity, professionalism, cooperation, responsibility and performance excellence flourish
- Train and coach the IT employees to be System Thinkers and to be committed to the enterprise
- Setting and meeting expectations
- Establishing a common architecture (tools, standards, etc.)
- Providing timely, efficient, and quality services to our clients and working diligently toward continuously evaluating our Information Technology strategies and infrastructure to assure this objective
- Ensuring the investment in IT adds value to the Clerk's business and the citizens and entities we serve
- Continue to work collaboratively with other constituents to seek economies of scale and improved efficiencies
- Continue to leverage the Clerk's investment in our key systems (Oracle, OnBase and Odyssey)

MISSION: To provide Enterprise Technical Support, that is efficient, responsive, effective and using the latest technologies for Enterprise Business Solutions related to the critical mission Applications that are within the Oracle (EBS) Enterprise Business Suite, Hyland OnBase Enterprise Document Management System as well as other Systems (AXIA, Spoolview, OnCore & Tribute, CUPS, QFlow). Provide 1st and 2nd level support for Oracle and OnBase including application security, workflow, Supplier Administration, application functional support and training coordination. Provide 1st level support to the users in the Clerk's office, with PC's, internet, application installs and emails. Provide 1st level support to the general public with technical items related to the Clerk's web sites.

KEY OBJECTIVES:

1. Provide Daily Operational technical support for Oracle EBS, KRONOS, OnBase and other systems.
2. Using technology through system configurations, programming and business process reengineering through the (SDLC) Systems Development Life Cycle document and build -automated solutions, enhancements and improvements to existing programs and workflow.
3. Review, manage, install and implement Oracle patches and OnBase upgrades with Enterprise Support teams in a timely schedule.
4. Schedule Enterprise Oracle EBS training and provide hands on training for OnBase users.
5. Establish and maintain application security and workflow maintenance for Enterprise Oracle EBS and OnBase users.
6. Provide call center customer support for Oracle EBS and OnBase systems users.
7. Provide efficiency in validation vendor W-9 forms and application security forms electronically through OnBase.
8. Manage the Enterprise Oracle EBS Supplier and Customer master file.
9. Provide 1st level hardware/software support for users of the Clerk's office.
10. Provide support/answer questions/direct to correct team users of the general public.

(continued)

ENTERPRISE SOLUTIONS AND SUPPORT

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
<i>Workload/Demand:</i>					
# of Oracle EBS Support issues reported/resolved	1	718/669	651/599	670/600	670/600
# of OnBase Support issues reported/resolved	1	249/274	381/391	400/425	425/450
# of Other Systems Technical Support issues reported/resolved	1	55/61	79/80	50/50	20/20
# of OnBase enhancements & Program changes developed and implemented	2	30	42	45	50
# of Program Changes / Request for Oracle EBS	2	133	38	50	50
# of patches/upgrade for Oracle EBS	3	7	8	8	8
# of patches/upgrades for OnBase	3	0	1	0	1
# of new and changed Oracle Supplier/Customer records	8	62,900	20,473	10,000	10,000
# of training classes scheduled and conducted	4	40	31	32	32
# of students trained in OnBase and Oracle EBS	4	284	57	60	60
# of active users in Oracle EBS (all applications)	5	6,721	5,552	5,800	5,800
# of Oracle Workflow Configurations assigned	5	3,314	5,005	5,100	5,100
# of Oracle Security Responsibilities provisioned to Users	5	23,722	7,062	4,000	4,000
# of active OnBase, CUPS, Spoolview, Wells Fargo Access Users	5	1,970	1,906	2,000	2,000
# of documents scanned and indexed (OnBase)	7	5,727	9,906	7,000	3,500
# of notifications to systems users	6	531	205	250	250
# of password resets	6	433	675	500	500
# of ServiceDesk Phone calls and ServiceDesk emails received	6	7,850	10,707	12,000	12,000
# of ServiceDesk issues reported/resolved within Clerk's office	9	N/A	2,503	3,500	3,500
<i>Efficiency:</i>					
Number of FTE's to support OnBase items		3	6	6	6
Number of FTE's to support ERP Items		13	11	11	11
Number of FTE's to support ServiceDesk		4	5	5	5
# of hours to reset passwords		1	1	1	1
# of days to update application security		1-2	1-2	1-2	1-2
# of days to update or establish Supplier and Customer records		2	2	2	2
<i>Effectiveness:</i>					
% of Critical items resolved within 24 hours		99%	99%	99%	99%
Implementation of OnBase Major Upgrade Release every two years		0	1	0	1
% of configurations, programs and changes installed in production with no rollback or rework		99%	99%	99%	99%
% of Service Desk calls answered		99%	99%	99%	99%
% of Supplier maintenance updates completed in 2 days or less		99%	99%	99%	99%
% of Request for Oracle EBS application Security completed within 1 day		98%	98%	98%	98%

ENTERPRISE SOLUTIONS AND SUPPORT

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 1,991,485	\$ 2,266,894	\$ 2,478,267	\$ 2,577,725
Operating Expenditures	700,807	789,488	981,128	1,092,579
Capital Equipment	-	-	-	-
Total	\$ 2,692,292	\$ 3,056,381	\$ 3,459,395	\$ 3,670,304

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Allocated Departments	\$ 1,747,535	\$ 1,988,294	\$ 2,254,860	\$ 2,451,758
Board Funding	\$ 944,757	\$ 1,068,087	\$ 1,204,535	\$ 1,218,546
Total	\$ 2,692,292	\$ 3,056,381	\$ 3,459,395	\$ 3,670,304

Positions

Allocated Departments	11	12	12	12
Board Funding	11	11	11	11
Total	22	23	23	23

The expenditures for Enterprise Solutions and Support are split between the Allocated Departments and Board Funding.

One position was transferred in from Enterprise Program Management in the FY 2017 budget. The FY 2018 and FY 2019 budgets reflect continuation funding.

ENTERPRISE TECHNICAL SUPPORT

MISSION: To be the Clerk's IT consultancy organization that is a partner to the Clerk's business units and one that is designed for efficiency, responsiveness, and effectiveness given the drivers and constraints of the Clerk's organization.

We shall achieve our Vision through:

- Aligning IT goals and work portfolio with business goals and objectives
- Integrating IT within and throughout the Business
- Creating a culture where integrity, professionalism, cooperation, responsibility and performance excellence flourish
- Train and coach the IT employees to be System Thinkers and to be committed to the enterprise
- Setting and meeting expectations
- Establishing a common architecture (tools, standards, etc.)
- Providing timely, efficient, and quality services to our clients and working diligently toward continuously evaluating our Information Technology strategies and infrastructure to assure this objective
- Ensuring the investment in IT adds value to the Clerk's business and the citizens and entities we serve
- Continue to work collaboratively with other constituents to seek economies of scale and improved efficiencies
- Continue to leverage the Clerk's investment in our key systems (Oracle, OnBase and Odyssey)

KEY OBJECTIVES:

1. Provide a network infrastructure for the Clerk's office which is available 99% of the time during business hours.
2. Upgrade End of Life/End of Service Networking Equipment to maintain a less than 1 second response time on the network.
3. Reduce the total number incidents per FTE by 6%, by efficiently performing preventive maintenance (patch management) and timely refreshes of the client workstation devices and peripherals

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
IT Network Services	1				
<i>Workload/Demand:</i>					
Perform Network Monitoring on Prod Servers		334		400	420
Perform Network Monitoring on Applications & Interfaces		1,768		1,940	1,940
<i>Efficiency:</i>					
Response time		<1 sec		<1 sec	<1 sec
<i>Effectiveness:</i>					
Percentage of network availability		99%		99%	99%
 IT Network Services	 2				
<i>Workload/Demand:</i>					
Perform Network equipment replacements (Total of 180 devices)		50		50	50
<i>Efficiency:</i>					
Response time		<1 sec		<1 sec	<1 sec

(continued)

ENTERPRISE TECHNICAL SUPPORT

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
<i>Effectiveness:</i>					
Percentage of network availability		99%		99%	99%
IT Desktop Engineering (DE)	3				
<i>Workload/Demand:</i>					
Total # of incoming Incidents		11,508		10,595	10,000
<i>Efficiency:</i>					
Total # of FTE's		4		4	4
Total # of incoming Incidents per FTE		2,877		2,649	2,500
<i>Effectiveness:</i>					
% of DE incident reduced per FTE		4%		3.67%	5.62%
% of Incidents Resolved		80%		85%	90%

ENTERPRISE TECHNICAL SUPPORT

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 837,594	\$ 963,101	\$ 1,111,068	\$ 1,247,390
Operating Expenditures	598,749	817,326	975,308	1,084,368
Capital Equipment	475,663	410,341	612,000	679,900
Total	\$ 1,912,005	\$ 2,190,768	\$ 2,698,376	\$ 3,011,658

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Allocated Departments	\$ 1,912,005	\$ 2,190,768	\$ 2,698,376	\$ 3,011,658
Total	\$ 1,912,005	\$ 2,190,768	\$ 2,698,376	\$ 3,011,658

Positions

Allocated Departments	5	8	9	10
Total	5	8	9	10

All of the operational expenditures for Enterprise Technical Support are budgeted in the Allocated Departments.

Three positions were transferred from Systems Administration and Operations in the FY 2017 budget. One position was transferred in from Court Solutions and Support in the FY 2018 budget. One position was transferred in from Systems Administration and Operations in the FY 2019 budget.

ENTERPRISE PROGRAM MANAGEMENT OFFICE

IT MISSION: To be the Clerk's IT consultancy organization that is a partner to the Clerk's business units and one that is designed for efficiency, responsiveness, and effectiveness given the drivers and constraints of the Clerk's organization.

We shall achieve our Vision through:

- Aligning IT goals and work portfolio with business goals and objectives
- Integrating IT within and throughout the Business
- Creating a culture where integrity, professionalism, cooperation, responsibility and performance excellence flourish
- Train and coach the IT employees to be System Thinkers and to be committed to the enterprise
- Setting and meeting expectations
- Establishing a common architecture (tools, standards, etc.)
- Providing timely, efficient, and quality services to our clients and working diligently toward continuously evaluating our Information Technology strategies and infrastructure to assure this objective
- Ensuring the investment in IT adds value to the Clerk's business and the citizens and entities we serve
- Continue to work collaboratively with other constituents to seek economies of scale and improved efficiencies
- Continue to leverage the Clerk's investment in our key systems (Oracle, OnBase and Odyssey)

EPMO MISSION: To provide governance structure and processes that enable the Clerk's office to make informed decisions on the investment of Clerk resources. To enable the delivery of solutions.

KEY OBJECTIVES:

1. Drive organizational collaboration on the identification, prioritization, implementation and monitoring of clerk-wide initiatives
2. Establish a solutions development life cycle (SDLC), ensuring value-added design, optimal resource allocation, quality assurance, change control, change management and benefits realization.
3. Design and implement portfolio, program and project management standards and best practices.
4. Design, implement and manage customer-facing solutions (website, HOVER) and ClerkNet.

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
<i>Workload/Demand:</i>					
Number of projects in Active portfolio as of FY End (SPC report)	1,2,3	NA	43	59	59
Number of projects Completed as of FY End (Governance report)	1,2	49	58	75	75
Number of new or enhanced website pages (new)	4	na	na	tbd	tbd
Number of new or enhanced ClerkNet pages (new)	4	na	na	tbd	tbd
Number of HOVER requests/issues/enhancements handled (new)	4	na	na	tbd	tbd
<i>Efficiency:</i>					
Number of FTEs to support projects			6	6	6
<i>Effectiveness:</i>					
Percentage of active projects leveraging key systems &/or aligned with strategic plan	1	96%	100%	100%	100%
Percentage of active projects managed in accordance with the SDLC process	2,3	91%	91%	90%	90%
Percentage of compliance-driven projects delivered on time	1,2,3	100%	100%	100%	100%

ENTERPRISE PROGRAM MANAGEMENT OFFICE

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 818,765	\$ 717,968	\$ 824,245	\$ 991,230
Operating Expenditures	23,401	60,526	107,035	86,200
Capital Equipment	-	-	-	-
Total	\$ 842,166	\$ 778,494	\$ 931,280	\$ 1,077,430

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Allocated Departments	\$ 842,166	\$ 778,494	\$ 931,280	\$ 1,077,430
Total	\$ 842,166	\$ 778,494	\$ 931,280	\$ 1,077,430

Positions

Allocated Departments	8	6	6	7
Total	8	6	6	7

All of the operational expenditures for Enterprise Program Management Office are budgeted in the Allocated Departments.

In the FY 2017 budget, one position was transferred to Court Solutions and Support and one position was transferred to Enterprise Solutions and Support. One position was transferred in from Systems Administration and Operations in the FY 2019 budget. The FY 2018 and FY 2019 budgets reflect continuation funding.

COURT OPERATIONS MANAGEMENT

MISSION: Ensures the Clerk's Court Operational Service Centers provide a positive customer experience while maximizing the efficiency and effectiveness of the overall organization. Acts as a liaison for the Clerk with the Judiciary and other outside agencies. Oversees the day to day operations of the Business Analytics and Intelligence Service Center and Fast Action Solutions Team. Oversees the preparation, verification, and timely submittal and publication of all mandated daily, weekly, monthly, quarterly and annual reporting.

KEY OBJECTIVES:

1. Prepare, verify, and submit mandated reports timely.
2. Report orders of incompetency to FLDE through the MECOM data base in a timely manner.
3. Process HOVER Registrations for Attorneys and Pro Se users within 5 business days.

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
<i>Workload/Demand:</i>					
# of mandated reports	1	406	406	406	406
# of cases reported via MECOM entry	2	2,960	3,603	4,000	4,000
# of HOVER Registrations Processed	3	2,787	2,259	2,000	2,000
<i>Efficiency:</i>					
# of FTEs preparing, verifying and submitting state mandated reports	1	203	102	102	102
# of FTE's entering cases reported via MECOM entry	2	2,960	3,603	4,000	4,000
# of FTE's processing HOVER Registrations	3	1,394	1,130	1,000	1,000
<i>Effectiveness:</i>					
% of mandated reports submitted by due date	1	100%	100%	100%	100%
% of MECOM entries completed within statutory requirements	2	100%	100%	100%	100%
% of HOVER registrations processed within 5 business days	3	100%	100%	100%	100%

COURT OPERATIONS MANAGEMENT

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 854,269	\$ 952,073	\$ 1,072,539	\$ 1,078,002
Operating Expenditures	578,467	491,895	625,921	698,991
Capital Equipment	12,448	-	-	-
Total	\$ 1,445,184	\$ 1,443,968	\$ 1,698,460	\$ 1,776,993

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Board Funding	\$ 105,701	\$ 41,267	\$ 96,781	\$ 93,450
Court Fees Funding	1,339,483	1,402,701	1,601,679	1,683,543
Total	\$ 1,445,184	\$ 1,443,968	\$ 1,698,460	\$ 1,776,993

Positions

Court Fees Funding	15	10	10	12
Total	15	10	10	12

Most of the operational expenditures Court Operations Management are budgeted in Court Fees Funding. However, in accordance with Chapters 28.35 and 29.008, Florida Statutes, data processing and telecommunications expenditures are budgeted in Board Funding.

The bulk of all Court operating expenditures are budgeted in this department in an effort to streamline the Courts purchasing functions. In the FY 2017 budget, two positions were eliminated and three positions were transferred to other Court departments. The FY 2018 budget reflects continuation funding. One position was transferred in from Civil Court Processing and one position was transferred in from Criminal Court Processing in the FY 2019 budget.

JURY SERVICES

MISSION: The goals of the Jury Services Department are three-fold; First, is to summons a list of prospective jurors to be available for Jury trials each week. Second, is to maximize the department's efficiency and effectiveness to ensure accurate processing of jury summons information for the Judiciary. Third, is to deliver a positive customer service experience for the citizens of Hillsborough County with open and accurate information.

KEY OBJECTIVES:

1. Mail summonses to potential jurors in a timely manner.
2. Maintain and process juror paperwork accurately and in a timely manner for the 13th Judicial Circuit.
3. Provide voir dire panels for requesting Judges.

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
<i>Workload/Demand:</i>					
# of jurors summoned	1	90,847	90,855	91,000	91,000
# of jurors reporting	2	24,008	23,433	23,500	23,500
# of jurors sent to voir dire	3	16,503	14,511	14,000	14,000
 <i>Efficiency:</i>					
Average # of summonses processed per FTE	1	30,282	30,285	30,333	30,333
Average # of Jurors reporting processed per FTE	2	8,003	7,811	7,833	7,833
 <i>Effectiveness:</i>					
% of jurors processed within 1 hour	2	99%	99%	100%	100%

JURY SERVICES

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 175,410	\$ 183,661	\$ 162,912	\$ 167,595
Operating Expenditures	62,165	77,481	79,039	77,193
Capital Equipment	-	-	-	-
Total	\$ 237,575	\$ 261,142	\$ 241,951	\$ 244,788

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Board Funding	\$ 3,814	\$ 3,280	\$ 5,396	\$ 3,550
Court Fees Funding	233,761	257,862	236,555	241,238
Total	\$ 237,575	\$ 261,142	\$ 241,951	\$ 244,788

<u>Positions</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Court Fees Funding	3	3	3	3
Total	3	3	3	3

Most of the operational expenditures for Jury Services are budgeted in Court Fees Funding. However, in accordance with Chapters 28.35 and 29.008, Florida Statutes, data processing and telecommunications expenditures are budgeted in Board Funding.

The FY 2018 and FY 2019 budgets reflect continuation funding.

CALL CENTER

MISSION: Providing outstanding customer service to the public by ensuring First Contact Resolution while maintaining transparency, accuracy, and accountability by adhering to Florida Statutes, Rules of Procedure, Administrative Orders and other directives with the highest level of professionalism and accuracy. Continuing to explore innovative ideas for ease of improvement of processes by providing employees with the latest technology for additional efficiencies.

KEY OBJECTIVES:

1. Increase the number of calls handled/ decrease dropped calls.
2. Accepts payments via telephone.
3. Decrease average queue time by 5%.
4. Decrease average handle time by 5%.
5. Decrease the number of calls presented to agent by 5% due to IVR and Website Service Options.
6. Offer call back option for customer convenience.
7. Offer court date scheduling via IVR.

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
<i>Workload/Demand:</i>					
# of calls handled	1	561,069	591,171	589,122	589,122
# of dropped calls	1	na	128,452	120,000	120,000
# of payments accepted by agent	2	38,645	53,937	40,577	40,577
# of payments accepted by IVR (Process Initiated Oct 2017)	2	na	na	4,520	4,520
Average Queue Time (Minutes)	3	na	00:04:11	00:04:00	00:04:00
Average Handle Time (Minutes)	4	na	00:02:55	00:02:50	00:02:50
# of calls presented	5	na	756,772	760,000	760,000
# of calls Dequeued (Call Back Option)	6	0	0	98,568	100,000
# of Court dates set by IVR (Process Initiated Oct 2017)	7	na	na	3,837	4,000
<i>Efficiency:</i>					
# of calls handled per FTE	1	29,530	32,843	31,006	31,006
# of payments accepted by phone per FTE	2	7,729	10,787	11,000	12,000

Effectiveness:

CALL CENTER

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ -	\$ 1,041,185	\$ 1,266,318	\$ 1,357,745
Operating Expenditures	-	-	-	-
Capital Equipment	-	-	-	-
Total	\$ -	\$ 1,041,185	\$ 1,266,318	\$ 1,357,745

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Allocated Departments	\$ -	\$ 279,473	\$ 310,225	\$ 323,843
Court Fees Funding	-	761,713	956,093	1,033,902
Total	\$ -	\$ 1,041,185	\$ 1,266,318	\$ 1,357,745

Positions

Allocated Departments	-	-	4	4
Court Fees Funding	-	-	18	20
Total	0	0	22	24

Most of the operational expenditures for the Call Center are budgeted in the Court Fees funding to reflect the proportion of phone calls that are related to Court cases. Four positions are budgeted in the Allocated Departments.

During FY 2016, the Call Center was part of the Customer Service Center. During FY 2017, the positions were costed as a separate department though they were initially budgeted as part of the Customer Service Center. For the FY 2018 and FY 2019 budget years, the Call Center was budgeted as a separate department. For the FY 2019 budget, one position was transferred in from the Customer Service Center and one position was transferred in from Criminal Court Processing to handle the increased volume in over-the-

CUSTOMER SERVICE CENTER

MISSION: The Customer Service Center is responsible for providing outstanding customer service to the public, judiciary, and governmental agencies pursuant to the Florida Statutes, Rules of Procedure, Administrative Orders and other directives with the highest level of professionalism and accuracy. Continue to drive efficiencies by applying innovative ideas and utilizing technology to improve processes. Maintain accurate support / alimony accounts and disbursements for the citizens.

KEY OBJECTIVES:

1. Assist civil and criminal court customers within 30 minutes
2. Process incoming cases in CLERC system within 2 business days
3. Modify Support cases within 2 business days of receiving the Court Orders in CLERC Child Support system
4. Process documents for redaction
5. Process collection cases
6. Process ISU cases
7. Process Probation cases
8. Process APAD cases

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
<i>Workload/Demand:</i>					
# of customers served at front counter	1	212,996	201,966	220,000	220,000
# of new cases entered in CLERC	2	6,401	5,144	6,721	6,721
# of modifications for child support cases	3	21,060	19,840	20,000	20,000
# of documents redacted	4	1,513	847,127	850,000	850,000
# of new collection cases referred	5	10,670	42,164	75,000	30,000
# of ISU applications processed	6	46,510	44,480	45,000	45,000
# of new probation cases entered	7	na	5,506	5,500	5,500
# of APAD cases (Program initiated Aug 2017)	8	na	230	625	625
<i>Efficiency:</i>					
# of customers served at front counter per FTE	1	5,605	6,964	5,789	5,789
# new cases entered in CLERC per FTE	2	914	857	960	960
# of support cases modified per FTE	3	3,510	3,307	3,333	3,333
# of documents redacted per FTE	4	303	169,425	170,000	170,000
# of new collection cases referred per FTE	5	3,557	14,055	25,000	10,000
# of ISU applications processed per FTE	6	15,503	14,827	15,000	15,000
# of new probation cases entered per FTE	7	na	2,753	2,750	2,750
# of APAD cases per FTE	8	na	115	313	313
<i>Effectiveness:</i>					
% of customers served at front counter within 30 minutes	1	95%	95%	95%	95%
% of new cases entered in CLERC within 3 business days	2	95%	95%	95%	95%
% of support cases modified within 3 business days	3	95%	95%	95%	95%
% of documents redacted within 3 business days	4	90%	95%	99%	99%
% of ISU applications processed within 3 business days	6	99%	99%	99%	99%
% of new probation cases entered within 3 business days	7	99%	99%	99%	99%
% of APAD cases within 3 business days	8	99%	99%	99%	99%

CUSTOMER SERVICE CENTER

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 4,554,968	\$ 4,488,158	\$ 4,418,262	\$ 4,624,001
Operating Expenditures	25,034	44,907	73,477	51,645
Capital Equipment	-	-	-	-
Total	\$ 4,580,002	\$ 4,533,065	\$ 4,491,739	\$ 4,675,646

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Allocated Departments	\$ 283,621	\$ 46,848	\$ -	\$ -
Board Funding	1,816	16,288	19,400	6,500
Court Fees Funding	4,294,565	4,469,929	4,472,339	4,669,146
Total	\$ 4,580,002	\$ 4,533,065	\$ 4,491,739	\$ 4,675,646

Positions

Allocated Departments	4	4	0	0
Court Fees Funding	80	89	81	80
Total	84	93	81	80

Most of the operational expenditures for Customer Service Center are budgeted in Court Fees Funding. However, in accordance with Chapters 28.35 and 29.008, Florida Statutes, data processing and telecommunications expenditures are budgeted in Board Funding. Four positions from the Call Center were budgeted in the Allocated departments during FY 2016 and FY 2017. The Call Center was separated into its own department during FY 2017.

The Call Center was part of the Customer Service Center for FY 2016 and part of FY 2017. Nine positions were transferred from other Court departments to the Customer Service Center in the FY 2017 budget. Twenty-two positions in the Call Center were budgeted in a separate department and two positions were eliminated for the FY 2018 budget. Twelve positions were transferred in from the Correspondence and Mail Processing department in the FY 2018 budget. One position was transferred to the Call Center during the FY 2019 budget.

CIVIL COURT PROCESSING CENTER

MISSION: The Civil Court Processing Center is responsible for preserving the public trust through the processing of Circuit Civil, County Civil, Family Law, and Juvenile dependency cases from case initiation to the closing of each case. The center is committed to providing the statutorily required services through using the highest ethical and professional standards to the public, judiciary and governmental agencies pursuant to the Florida Statutes, Rules of Procedure, Administrative Orders and other directives in a time efficient and cost effective manner.

KEY OBJECTIVES:

County Civil

1. Process all new County Civil and Small Claims cases within 2 business days of clock in date, while complying with all statutes, rules and procedures.
2. Process all documents within 3 business days of clock in date.
3. Schedule all Small Claims cases for pre-trial hearings.
4. Schedule all eligible cases for dismissal docket due to lack of activity in accordance with the Florida Statutes.
5. Process all reopened County Civil and Small Claims cases within 2 business days of clock in date, while complying with all statutes, rules and procedures.
6. Process all Appeals filed within 2 business days of clock in date, while complying with all statutes, rules and procedures.

Circuit Civil

1. Process all new Circuit Civil cases within 2 business days of clock in date, while complying with all statutes, rules and procedures.
2. Process all documents within 3 business days of clock in date.
3. Process all Mortgage Foreclosure sales starting with docketing the final judgment, scheduling sales, docketing the notice of sale, researching each case scheduled, updating online sale site, processing third party bidders, disbursement of funds and issuance of title.
4. Process all reopened Circuit Civil cases within 2 business days of clock in date, while complying with all statutes, rules and procedures.
5. Process all Appeals filed within 2 business days of clock in date, while complying with all statutes, rules and procedures.

Family Law

1. Process all new Family Law cases within 3 business days.
2. Process court documents within 3 business days.
3. Process all reopened Family Law cases within 2 business days of clock in date, while complying with all statutes, rules and procedures.
4. Process all Appeals filed within 2 business days of clock in date, while complying with all statutes, rules and procedures.

Juvenile Dependency

1. Process all new Juvenile Dependency cases within two (2) business days after the initial document(s) clock-in date.
2. Event all pleadings within three (3) business days after the initial document(s) are clock-in and/or received electronically.
3. Process documents received within three (3) business days from the clock-in or receipt date.
4. Schedule and prepare all court cases timely. In addition, attend all scheduled court proceedings for the Juvenile Division.
5. Process all reopened Juvenile Dependency cases within 2 business days of clock in date, while complying with all statutes, rules and procedures.
6. Process all Appeals filed within 2 business days of clock in date, while complying with all statutes, rules and procedures.

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
County Civil					
<i>Workload/Demand:</i>					
# of new cases filed	1	42,480	48,520	46,000	46,000
# of documents evented	2	776,630	864,800	900,000	900,000
# of pre-trial hearings scheduled	3	14,839	17,670	18,000	18,000
# of cases scheduled for dismissal	4	11,740	8,280	9,000	9,000
# of cases reopened	5	11,970	12,062	12,877	12,877
# of Appeals filed	6	68	75	47	47
<i>Efficiency:</i>					
# of cases filed per FTE	1	14,160	9,704	9,200	9,200
# of documents processed per FTE	2	194,158	123,543	128,571	128,571
# of pre-trial hearings scheduled per FTE	3	2,120	2,524	2,571	2,571

(continued)

CIVIL COURT PROCESSING CENTER

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
# of dismissal docket cases per FTE	4	1,677	1,183	1,286	1,286
# of cases reopened per FTE	5	10,620	12,130	11,500	11,500
# of Appeals filed per FTE	6	34	38	24	24
Effectiveness:					
% of cases filed within 2 business days of clock in date	1	98%	98%	98%	98%
% of documents docketed within 3 business days of clock in date	2	99%	98%	98%	98%
Circuit Civil					
Workload/Demand:					
# of new cases filed	1	11,972	11,714	11,500	11,500
# of documents evented	2	916,174	733,465	725,000	725,000
# of Mortgage Foreclosure sales processed	3	10,966	2,304	2,200	2,200
# of cases reopened	4	10,833	9,053	11,565	11,565
# of Appeals filed	5	305	304	255	255
Efficiency:					
# of cases filed per FTE	1	5,986	5,857	5,750	5,750
# of documents processed per FTE	2	130,882	81,496	80,556	80,556
# of Mortgage Foreclosure sales processed per FTE	3	2,193	576	550	550
# of cases reopened per FTE	4	5,417	4,527	5,783	5,783
# of Appeals filed per FTE	5	153	152	128	128
Effectiveness:					
% of cases filed within 2 business days of clock in date	1	99%	99%	99%	99%
% of documents docketed within 3 business days of clock in date	2	99%	99%	99%	99%
Family Law					
Workload/Demand:					
# of new cases filed	1	13,393	20,533	21,000	21,000
# of documents evented	2	676,139	654,698	700,000	700,000
# of cases reopened	3	15,078	14,601	15,483	15,480
# of Appeals filed	4	104	77	101	101
Efficiency:					
# of new cases filed per FTE	1	6,697	10,267	10,500	10,500
# of documents evented per FTE	2	112,689	130,940	140,000	140,000
# of cases reopened per FTE	3	7,539	7,301	7,742	7,740
# of Appeals filed per FTE	4	52	39	51	51
Effectiveness:					
% of new cases filed within the 3 day requirement	1	96%	99%	99%	99%
% of documents evented within the 3 day requirement	2	97%	97%	97%	97%

(continued)

CIVIL COURT PROCESSING CENTER

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
Juvenile Dependency					
<i>Workload/Demand:</i>					
# of new cases filed	1	1,680	1,338	1,500	1,500
# of events entered	2,3	267,780	234,536	250,000	250,000
# of court hearings scheduled and attended	4	23,384	25,395	25,000	25,000
# of new cases reopened	3	1,173	895	780	780
# of Appeals filed	4	102	68	72	72
<i>Efficiency:</i>					
# of cases per person FTE	1	1,680	1,338	1,500	1,500
# of events entered per person FTE	2,3	44,630	12,698	12,500	12,500
# of hearings per person FTE	4	3,341	3,628	3,571	3,571
# of new cases reopened per FTE	5	1,173	895	780	780
# of Appeals filed per FTE	6	102	68	72	72
<i>Effectiveness:</i>					
% of new case files opened within 2 days	1	93%	100%	100%	100%
% of pleadings processed within 3 days	2,3	93%	87%	87%	87%

CIVIL COURT PROCESSING CENTER

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 3,741,542	\$ 3,844,297	\$ 4,018,789	\$ 4,117,327
Operating Expenditures	1,560	10,898	14,070	5,800
Capital Equipment	-	-	-	-
Total	\$ 3,743,102	\$ 3,855,195	\$ 4,032,859	\$ 4,123,127

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Board Funding	\$ 939	\$ 8,066	\$ 9,250	\$ 1,500
Court Fees Funding	3,742,163	3,847,130	4,023,609	4,121,627
Total	\$ 3,743,102	\$ 3,855,195	\$ 4,032,859	\$ 4,123,127

Positions

Court Fees Funding	76	66	69	69
Total	76	66	69	69

Most of the operational expenditures for Civil Court Processing Center are budgeted in Court Fees Funding. However, in accordance with Chapters 28.35 and 29.008, Florida Statutes, data processing and telecommunications expenditures are budgeted in Board Funding.

Ten positions were eliminated in the FY 2017 budget. Three positions were transferred in from the Correspondence and Mail Processing Center during the FY 2018 budget. The FY 2019 budget reflects continuation funding.

CORRESPONDENCE & MAIL PROCESSING CENTER

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 1,128,126	\$ 132,352	\$ -	\$ -
Operating Expenditures	585	-	-	-
Capital Equipment	-	-	-	-
Total	\$ 1,128,711	\$ 132,352	\$ -	\$ -

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Board Funding	\$ 309	\$ -	\$ -	\$ -
Court Fees Funding	1,128,402	132,352	-	-
Total	\$ 1,128,711	\$ 132,352	\$ -	\$ -

Positions

Court Fees Funding	23	19	0	0
Total	23	19	0	0

Most of the operational expenditures for Correspondence & Mail Processing Center were budgeted in Court Fees Funding. However, in accordance with Chapters 28.35 and 29.008, Florida Statutes, data processing and telecommunications expenditures were budgeted in Board Funding.

In the FY 2017 budget, two positions were eliminated and two positions were transferred to other Court departments. This department was eliminated in the FY 2018 budget and the positions were transferred to other Court departments.

CENTRALIZED PROCEDURES AND TRAINING

MISSION: Motivate and inspire employees by developing and offering an array of innovative and diverse professional development programs to help cultivate the skill sets necessary to strengthen the business enterprise while ensuring continuous personal growth. Leverage technology and provide employees with ongoing leadership tools and resources to actively respond to customer needs and produce sound and reliable business solutions that meet governing authoritative standards while exceeding the expectations of the agencies and public we serve.

KEY OBJECTIVES:

1. Develop, update, and implement procedures on court functions.
2. Train employees on procedures and technological enhancements.
3. Enhance training and professional development programs Clerk-wide.
4. Train and develop instructors and Subject Matter Experts to maintain proficiency in teaching techniques and skill sets.
5. Provide orientation program for new hires designed to acclimate and prepare employees for their new duties and responsibilities.

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
<i>Workload/Demand:</i>					
# of new procedures developed	1	39	82	92	100
# of training classes conducted	2	103	64	80	80
# of Instructor Hours	2	1,441	1,673	1,750	1,750
# of students trained	2	610	257	350	350
# of training student hours	2	9,059	4,052	4,431	4,431
# of Show and Go Videos developed	2	0	29	20	20
# of Professional Development Classes developed	3	0	11	10	10
# of Subject Matter Expert Certificates awarded	4	16	4	15	15
<i>Efficiency:</i>					
# of new procedures developed per FTE	1	10	20	18	20
# of training classes conducted per FTE	2	26	16	20	20
<i>Effectiveness:</i>					
# of new procedures approved by committee	1	39	46	55	55

CENTRALIZED PROCEDURES & TRAINING CENTER

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 588,259	\$ 590,083	\$ 706,771	\$ 474,096
Operating Expenditures	-	-	-	-
Capital Equipment	-	-	-	-
Total	\$ 588,259	\$ 590,083	\$ 706,771	\$ 474,096

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Court Fines (10%) Fund	588,259	558,063	-	-
Court Fees Funding	-	32,020	706,771	474,096
Total	\$ 588,259	\$ 590,083	\$ 706,771	\$ 474,096

<u>Positions</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Court Fines (10%) Fund	-	7	-	-
Court Fees Funding	8	3	11	7
Total	8	10	11	7

All of the operational expenditures for Centralized Procedures and Training are budgeted in Court Fees Funding.

For the FY 2017 budget, seven positions were budgeted in Court Fines (10%) funding and three positions were budgeted in Court Fees funding.

Two positions were transferred from other Court departments in the FY 2017 budget. One position was transferred from the Criminal Court Processing Center during the FY 2018 budget. Four positions were transferred to the newly developed Training and Development Department for the FY 2019 budget.

CRIMINAL COURT PROCESSING CENTER

MISSION: Processing and maintaining the integrity of all court documents/filings in criminal cases. From case initiation through disposition, the center is dedicated to providing superior customer service in a prompt, reliable, and professional manner while ensuring statutory compliance. Providing employees with the latest technology, cost effective methodologies, and efficiencies for success and continued growth personally and professionally.

KEY OBJECTIVES:

1. Process all new cases and associated documents accurately and timely.
2. Record court findings during court proceedings.
3. Enter court findings within 3 days.
4. Prepare Judgment & Sentences and commitment packets within 3 days of entry for Judge's signature.
5. Process all posted bonds and forfeitures accurately and timely.
6. Apply cash bonds to all eligible cases with monies owed.
7. Process petitions for Expungment /Sealing of Criminal Court Records timely.
8. Collect, intake, and maintain all exhibits at the conclusion of court hearing.
9. Perform inventories and disposals of all exhibits timely.
10. Prepare Appeal records for Civil and Criminal courts in an efficient and timely manner.
11. Process all reopened cases and associated documents accurately and timely.

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
<i>Workload/Demand:</i>					
# of new cases opened	1	223,630	215,424	225,000	225,000
# of reopened cases	11	22,648	30,175	22,315	22,315
# of e-portal filings	1	349,119	350,473	384,119	384,119
# of court dates	2,3,4,5	604,962	604,744	605,000	605,000
# of bonds entered	5	40,367	47,221	45,880	45,880
# of bond forfeitures processed	6	3,952	3,943	3,960	3,960
# of petitions for sealing/expungments	7	1,042	1,064	1,050	1,050
# of evidence ID numbers created	8	18,861	17,009	21,000	21,000
# of notices of appeals filed	10	1,530	860	1,281	1,281
# of Judgements processed	4	50,660	45,523	46,000	46,000
# of FSP packets processed	4	3,753	3,678	3,700	3,700
<i>Efficiency:</i>					
# of new cases opened per FTE	1	14,909	14,362	15,000	15,000
# of e-portal filings per FTE	1	87,280	87,618	96,030	96,030
# of court dates processed per FTE	2,3,4,5	7,378	7,375	7,378	7,378
# of bonds entered per FTE	5	10,092	11,805	11,900	11,900
# of bonds forfeitures processed per FTE	6	988	986	990	990
# of sealing/expungments per FTE	7	521	532	525	525
# of evidence ID numbers created by FTE	8	6,287	6,804	7,000	7,000

(continued)

CRIMINAL COURT PROCESSING CENTER

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
# of notices of appeals filed per FTE	10	383	215	320	320
# of cases reopened per FTE	11	2,831	3,772	2,789	2,789
# of Judgements processed per FTE	4	3,619	3,252	3,286	3,286
# of FSP packets processed per FTE	4	1,877	1,839	1,850	1,850
Effectiveness:					
% of new cases processed within 3 days	1	97%	96%	100%	100%
% of e-portal filings processed within 3 days	1	99%	99%	100%	100%
% of bonds entered within 3 days	5	90%	90%	100%	100%
% of bond forfeitures processed within 3 days	6	96%	95%	100%	100%
% of evidence ID's created within 3 business days	8	98%	98%	100%	100%
% of appeal cases prepared within mandated time limits	10	95%	95%	100%	100%
% of reopened cases processed within 3 days	11	96%	96%	100%	100%

CRIMINAL COURT PROCESSING CENTER

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 8,469,539	\$ 8,788,374	\$ 8,996,941	\$ 9,098,126
Operating Expenditures	6,138	44,215	53,650	26,150
Capital Equipment	-	-	-	-
Total	\$ 8,475,677	\$ 8,832,589	\$ 9,050,591	\$ 9,124,276

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Board Funding	\$ 4,965	\$ 31,199	\$ 37,450	\$ 9,950
Court Fines (10%) Fund	-	129,457	-	-
Court Fees Funding	8,470,712	8,671,933	9,013,141	9,114,326
Total	\$ 8,475,677	\$ 8,832,589	\$ 9,050,591	\$ 9,124,276

Positions

Court Fees Funding	161	160	156	153
Total	161	160	156	153

Most of the operational expenditures for Criminal Court Processing Center are budgeted in Court Fees Funding. However, in accordance with Chapters 28.35 and 29.008, Florida Statutes, data processing and telecommunications expenditures are budgeted in Board Funding.

One position was eliminated in the FY 2017 budget. During the FY 2018 budget, three positions were transferred in from Imaging, five positions were eliminated, one position was transferred to Centralized Procedures and Training and one position was transferred to the Social Service-Related Processing Center.

Three positions were transferred to other Court departments in the FY 2019 budget.

SOCIAL SERVICE-RELATED PROCESSING CENTER

MISSION: Provide outstanding customer service to all citizens, the judiciary, and partner agencies of Hillsborough County in an ethical, professional, and cost effective manner. Maintain accurate court records, case files and case progress dockets in accordance with Florida Statutes, Rules of Procedure, and Administrative Orders.

KEY OBJECTIVES:

Probate

1. Enter new Probate cases within 2 business days.
2. Review Initial and Annual Guardianship Report (Accountings) to ensure compliance within 90 days per Florida Statute 744.368 (3)
3. Review 100% of Initial and Annual Guardianship Report (Plans) to ensure compliance within 30 days per Florida Statute 744.368 (2)
4. Enter new Domestic Violence cases and have initial case filing available for judicial review in less than 30 minutes from receipt.
5. Enter new Mental Health cases within 2 business days after initial pleadings are clocked in.

SERVICES/MEASURES:	Key Obj Num	Actual FY 16	Actual FY 17	Projected FY 18	Projected FY 19
Workload/Demand:					
# of probate case filed	1	6,067	5,552	6,070	6,070
# of guardianship audits (Accountings)	2	1,020	1,134	1,100	1,100
# of guardianship audits (Plan of Person)	3	1,529	1,132	1,200	1,200
# of new injunctions	4	6,960	6,841	6,800	6,800
# of photocopies of temporary orders, permanent orders, and orders of dismissal for distribution	4	635,008	578,450	636,500	636,500
# of new mental health cases filed	5	5,264	6,236	6,500	6,500
Efficiency:					
# of probate case filed per FTE	1	3,034	1,851	2,023	2,023
# of guardianship audits (Accountings) per FTE	2	1,020	1,134	1,100	1,100
# of guardianship audits (Plan of Person) per FTE	3	382	1,132	300	300
# of new injunctions per FTE	4	2,320	1,368	2,267	2,267
# of new mental health cases filed per FTE	5	2,632	3,118	3,250	3,250
Effectiveness:					
# of probate case entered within 2 days	1	97%	99%	100%	100%
# of guardianship audits (Accountings) within 90 days	2	95%	99%	100%	100%
# of guardianship audits (Plan of Person) within 30 days	3	95%	95%	100%	100%
# of new injunctions entered within 3 days	4	97%	99%	100%	100%
# of new mental health cases entered within 2 days	5	97%	99%	100%	100%

SOCIAL SERVICE-RELATED PROCESSING CENTER

<u>Type of Expenditure</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Personal Services	\$ 1,340,634	\$ 1,471,217	\$ 1,520,471	\$ 1,522,385
Operating Expenditures	22,550	31,401	33,600	27,600
Capital Equipment	-	-	-	-
Total	\$ 1,363,183	\$ 1,502,618	\$ 1,554,071	\$ 1,549,985

<u>Funding Source</u>	<u>FY 16 Actual</u>	<u>FY 17 Actual</u>	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>
Board Funding	\$ 1,587	\$ 6,957	\$ 8,500	\$ 2,500
Court Fees Funding	1,361,597	1,495,661	1,545,571	1,547,485
Total	\$ 1,363,183	\$ 1,502,618	\$ 1,554,071	\$ 1,549,985

Positions

Court Fees Funding	23	22	23	23
Total	23	22	23	23

Most of the operational expenditures for Social Services-Related Processing Center are budgeted in Court Fees Funding. However, in accordance with Chapters 28.35 and 29.008, Florida Statutes, data processing and telecommunications expenditures are budgeted in Board Funding.

One position was eliminated in the FY 2017 budget. One position was transferred in from Criminal Court Processing and two positions were eliminated during the FY 2018 budget. The FY 2019 budget reflects continuation funding.

NON-DEPARTMENTAL ACCOUNTS

	FY 16 Actual	FY 17 Actual	FY 18 Adopted	FY 19 Adopted
<u>Board Funding</u>				
Property Insurance	\$ 26,923	\$ 20,353	\$ 28,000	\$ 29,000
Office Furniture Replacement	46,425	-	-	-
Replace End-of-Life Network Equipment	612,576	359,367	-	-
Ransomware Protection	104,988	-	-	-
Computer Equip & Software Agreements	642,501	1,148,634	207,500	-
Website Redesign	161,900	70,000	-	-
Disaster Recovery Preparation	398,876	30,914	165,000	-
Call Center Enhancements	390,536	92,725	-	-
Other Operating Expenditures	66,301	2,254	297,179	305,622
Org Chart Management Software	-	24,876	-	-
Public Records Request solution	-	11,992	-	-
Firewall Management & Monitoring	-	99,987	-	-
Replace BOCC Voting System	-	57,200	-	-
Replace BOCC Agenda Mgmt System	-	59,807	-	-
Intranet Redesign	-	47,775	-	-
Emergency Notification Software	-	23,900	-	-
Classification and Compensation Study	-	-	-	500,000
County Employee Wellness Incentives	-	-	-	150,000
Residual Equity to BOCC	961,314	692,209	-	-
Total Board Funding	\$ 3,412,340	\$ 2,741,993	\$ 697,679	\$ 984,622
<u>Court Fees Funding</u>				
Transfer to CCOC Trust Fund	\$ 2,041,827	\$ 2,975,643	\$ 234,109	\$ 2,737,504
Title IV-D Allocated Out	(1,152,821)	(1,230,595)	(1,252,631)	(1,300,000)
Juror Costs	180,168	249,854	360,000	360,000
Classification and Compensation Study	-	-	-	313,867
Total Court Fees Funding	\$ 1,069,173	\$ 1,994,902	\$ (658,522)	\$ 2,111,371
<u>General Government</u>				
Excess Fees to BOCC	\$ 1,163,485	\$ 1,561,150	\$ 200,000	\$ 27,278
Title IV-D Allocated In	1,152,821	1,230,595	1,252,631	1,300,000
Replace Tax Deeds System	455,445	5,850	-	-
MS Office & OnBase Software upgrades	68,683	-	-	-
Other Operating Costs	5,016	593	498,413	24,000
Banking Service Fees	-	-	36,000	-
Replace Official Records System	-	144,300	-	-
Adult Pre-Arrest Diversion Program	-	480	5,000	-
Classification and Compensation Study	-	-	-	200,000
Total General Government	\$ 2,845,450	\$ 2,942,968	\$ 1,992,044	\$ 1,551,278

NON-DEPARTMENTAL ACCOUNTS

	FY 16 Actual	FY 17 Actual	FY 18 Adopted	FY 19 Adopted
<i>Allocated</i>				
Clerk's Salary	\$ 160,591	\$ 161,235	\$ 166,072	\$ 173,431
Clerk's Benefits & Taxes	80,282	82,101	80,169	97,689
General Liability Insurance	112,824	92,983	113,000	115,000
Retiree Health Insurance Subsidy	44,415	40,340	46,000	47,000
Employee Awards Program	30,660	37,473	50,000	50,000
Public Awareness Programs	-	-	-	10,000
Other Operating Costs	1,552	160	1,000	3,000
Total Allocated	\$ 430,324	\$ 414,292	\$ 456,241	\$ 496,120
<i>Trust Fund Reserves</i>				
Court Technology	\$ 1,690,241	\$ 2,007,602	\$ 2,342,463	\$ 2,842,172
Public Records Modernization	3,338,718	3,211,294	3,567,740	2,582,406
Court Fines (10%)	713,361	0	-	-
Foreclosure Public Education	16,387	25,354	34,750	24,460
Total Reserves	\$ 5,758,707	\$ 5,244,250	\$ 5,944,953	\$ 5,449,038

GLOSSARY OF TERMS

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

Asset - An economic resource that is expected to be of benefit in the future.

Balanced Budget - The total of estimated receipts, including balances brought forward, shall equal the total of estimated expenditures and reserves.

Board of County Commissioners (BOCC) - The governing body of Hillsborough County, composed of seven persons elected by constituents from districts across the County.

Budget - A financial plan for a specified period of time (fiscal year) that matches proposed expenditures with anticipated revenue.

Budget Message - A written statement presented by the Clerk & Comptroller to explain the role and function of the Clerk along with important budget issues.

Capital Expenditures - Appropriations for the acquisition or construction of physical assets with a life expectancy greater than one year and a cost equal to or greater than \$1,000.

Clerk – The Clerk of Circuit Court is an independently elected official responsible for various administrative and ministerial duties outlined in Articles V and VIII the Florida Constitution and statutory provisions. In Hillsborough County, the Clerk serves as Clerk to the Courts *and* Comptroller to Hillsborough County.

Clerks of Court Operations Corporation (CCOC) – The Florida Clerk of Court Operations Corporation was created at the direction of the Florida Legislature. The CCOC supports the Clerks of Court in all 67 Florida counties by reviewing and certifying court-related proposed budgets.

Comptroller – A person responsible for supervising the quality of accounting and financial reporting of an organization.

Constitutional Officer(s) - Elected official(s) that are funded in part or in total by the BOCC, but maintain autonomy of their own offices. The five Constitutional Officers in Hillsborough County are the Clerk of the Circuit Court/Comptroller, Property Appraiser, Sheriff, Supervisor of Elections, and Tax Collector.

Continuation Budget – The funding level for each department or program that reflects the financial resources necessary to carry on all existing programs and functions at their current service level, including cost adjustments necessary to account for the increased cost of services or materials due to inflation.

Court Operations (10%) Fine Trust Fund – A special revenue fund that can only be used for Court-Related program enhancement projects and is funded by a 10% surcharge on all court fines that the Clerk collects.

Court Technology Trust Fund – A special revenue fund that can only be used for court-related technology needs and is funded by a service charge on all documents recorded in the Official Records of Hillsborough County except judgments received from the courts and notices of lis pendens.

GLOSSARY OF TERMS

Encumbrance – A reservation of funds for an anticipated expenditure, evidenced by a contract, requisition or purchase order.

Encumbrance Accounting – The method of budgetary control used by the Clerk's Office where funds are reserved to pay for contracts, requisitions and purchase orders. The portion of an expenditure account's budget encumbered is not available to pay other obligations. The encumbrance is released when the goods or services are received and an invoice has been received from the vendor. The primary purpose of using encumbrance accounting is to avoid overspending a budget.

Expenditures – Decreases in fund financial resources for the procurement of assets or the cost of goods and/or services received.

Fiduciary Funds – Funds used to account for assets held in a trustee or agency capacity for others, which cannot be used to support the Clerk's own programs.

Fiscal Year - The annual accounting period. The Clerk's fiscal year runs from October 1st through September 30th.

Full-Time Equivalent (FTE) – A unit that measures the workload of one employee. For the Clerk, one FTE equates to one budgeted position.

Fund - Money set aside and accounted for separately in order to ensure that the money is spent for a specific purpose.

Fund Balance - The amount available within a fund at the close of a fiscal period, which can be carried over as a source of available funding for the succeeding fiscal period.

General Fund - A governmental accounting fund supported by service charges or funding by the County's BOCC to provide for general government operating services; used to account for all resources and expenditures except those legally required to be accounted for in a separate fund.

Generally Accepted Accounting Principles (GAAP) - A collection of commonly-followed accounting rules and standards for financial reporting. The acronym is pronounced "gap." GAAP specifications include definitions of concepts and principles, as well as industry-specific rules that entities must follow when preparing financial statements.

Liabilities – Economic obligations owed to an individual or organization outside of the business.

Line Item Budget - A budget that lists each account category separately along with the dollar amount budgeted for each account, such as office supplies, overtime, or capital purchases.

Modified Accrual Method of Accounting - An accounting method commonly used by government agencies that combines accrual-basis accounting with cash-basis accounting. Modified accrual accounting recognizes revenue when it becomes available and measurable and recognizes expenditures when liabilities are incurred.

Operating Expenditures - Also known as operating and maintenance costs, these are expenditures for day-to-day operations, such as office supplies, maintenance of equipment, and travel. Capital costs are excluded.

GLOSSARY OF TERMS

Personal Services - Costs related to compensating employees, including salaries, wages and benefits. Benefits include Florida Retirement costs, medical insurance, disability insurance, worker's compensation insurance assessments, Social Security taxes, Medicare taxes, and deferred compensation.

Public Records Modernization Trust Fund – A special revenue fund that can be used to modernize any public records in the Clerk's Office and is funded by a service charge on all documents recorded in the Official Records of Hillsborough County.

Revenue - Income received from normal business activities and/or from other governmental sources. Receipts may include interest earnings, service charges, court costs, fines, grants, and intergovernmental payments.

Special Revenue Funds – Funds used to account for revenues received from a specific source and that are legally restricted to expenditure for specific purposes or functions.

Trust and Agency Funds – Fiduciary funds used to account for the assets held by the Clerk as an agent for individuals, private entities and governmental organizations. Such funds are held in a purely custodial capacity.