

Clerk of Circuit Court / Comptroller Hillsborough County, Florida



**Annual Budget
October 1, 2020 - September 30, 2021**



December 30, 2020



I am pleased to present my final budget for the Hillsborough County Clerk of the Circuit Court/Comptroller for Fiscal Year (FY) 2021. I am retiring effective January 5, 2021! It has been my privilege to serve as the elected Clerk for Hillsborough County for 16 years.

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. 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 7 million events a year, file 311,000 new court cases, reopen 63,000 cases, receive 1,200 Notices of Appeal and serve 272,000 customers in person. In addition, Jury Services issues 84,000 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 1,100 tax certificates a year and conducts more than 200 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, and Environmental Protection 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 pays approximately 194,000 invoices per year (including 38,000 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 \$2.4 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 bank accounts held on behalf of the Board and 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 161 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 38 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 17 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
- Environmental Protection Commission
- County Attorney
- Hillsborough County City-County Planning Commission
- Victim's Assistance

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 5,900 employees every two weeks. The department issues 159,000 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 2,600 VAB petitions a year, representing 2,700 parcels. They hold 900 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 400 applications for appointments to the 51 boards and councils as terms expire or positions become vacant and distributes 8,100 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 5,200 deposits a year, processes 16,000 vendor invoices and court orders for payment, and pays 13,000 jurors & witnesses on behalf of the Court.

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 26 Audit Reports, Management Assistance Letters and Investigation Reports 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 550,000 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 10,000 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 7,000 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 197 terabytes of stored files on 350 servers.

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 679 funded positions, coordinates 116 recruitments, reviews 5,800 applications, completes 200 background checks, administers 350 leaves of absence (FMLA, medical and other), and processes 84 separations or 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 200 locations around the County. They receive and distribute 782,000 pieces of mail, 5,400 boxes, 690,000 envelopes of inter-office mail, and 20,000 pieces of express/accountable mail. In addition, the Mail Services Department processes more than 2 million pieces of out-going mail representing \$1,000,000 in postage per year.

During FY 2020, Mail Services began offering paperless mail delivery in certain locations, where incoming mail is scanned and delivered to recipients via OnBase rather than in person. This service will be expanded in FY 2021.

The **Purchasing Department** is responsible for all procurement activities including reviewing requisitions for compliance, issuing purchase orders, managing competitive bids, managing requests for proposal/requests for quotation, and overseeing most P-card purchases. The Purchasing Department reviews 1,600 requisitions and handles 500 P-card purchases per year.

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, Oracle 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 and 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 staff for their commitment to providing efficient and effective services to all of our stakeholders. This office will remain committed to providing the highest level of service to the 13th Judicial Circuit, the Board, and the residents of Hillsborough County as my successor, Cindy Stuart, takes office in January 2021. Thank you for the opportunity to serve as your Clerk of the Court & Comptroller.

Sincerely,



Pat Frank
Clerk of the Circuit Court/Comptroller

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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 population as of April 1, 2020 was 1,478,759, making it the third most populous county in the state, behind Miami-Dade and Broward. Of this population, 1,019,128 (69%) live in the unincorporated area. Hillsborough County's population increased by 249,533 residents between 2010 and 2020, a 20.3% increase. Approximately 6.85% of the state's population resides in Hillsborough County.

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 large professional and management services, health services and financial services sectors, as well as a thriving retail sector. The four largest employers in the public sector are Hillsborough County School Board, MacDill Air Force Base, University of South Florida, and Hillsborough County government. Major private sector employers are Publix Food Centers (grocery), Tampa General Hospital (medical/healthcare), TECO Energy (electric utility), Bank of America (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 twenty-first largest port in the United States with respect to 2017 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 annual agricultural production is around \$448 million. Strawberries are a major crop, accounting for 32% of crop sales. Vegetables were the second largest commodity by sales at 25%.

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 and 2020 National Hockey League Stanley Cup Champions, the Tampa Bay Lightning. The Amalie Arena in downtown Tampa was the site of the 2012 Republican National Convention and the 2019 NCAA Women's Final Four.

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 her 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/Comptroller, 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

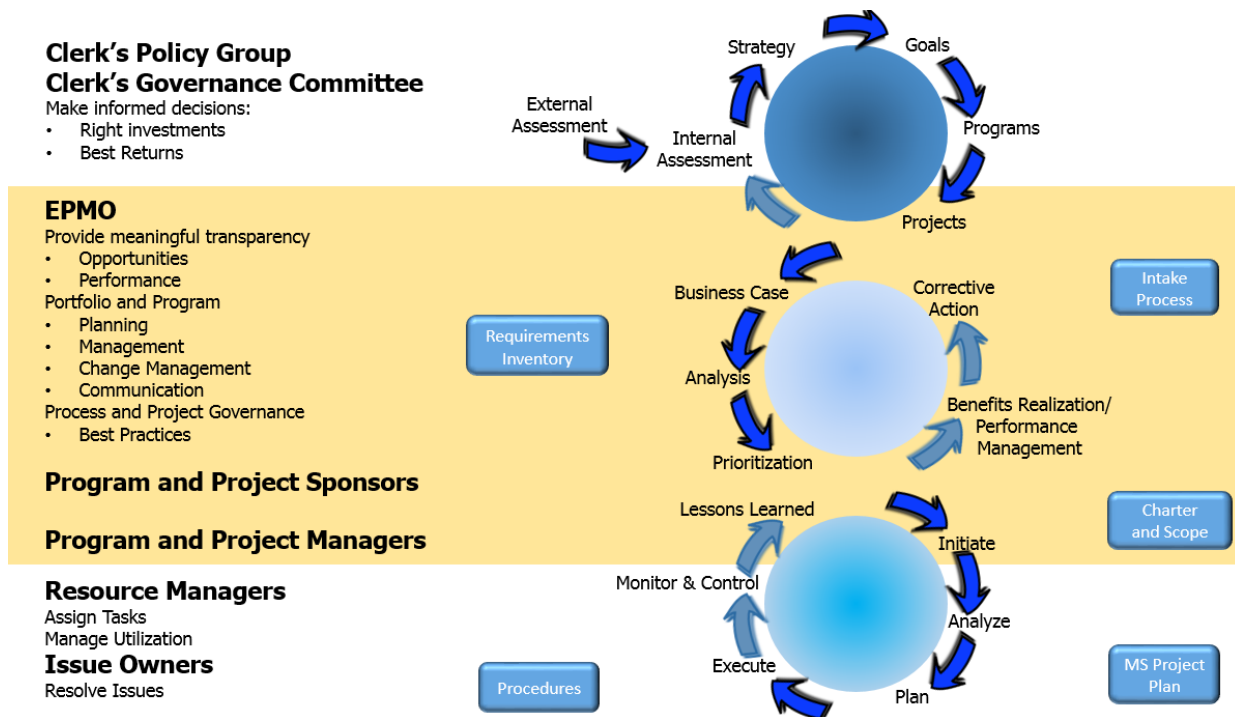
Goals:

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. For FY 2020 and FY2021, this Committee includes only the Clerk's Executive team who meet weekly to prioritize initiatives across the organization. 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.

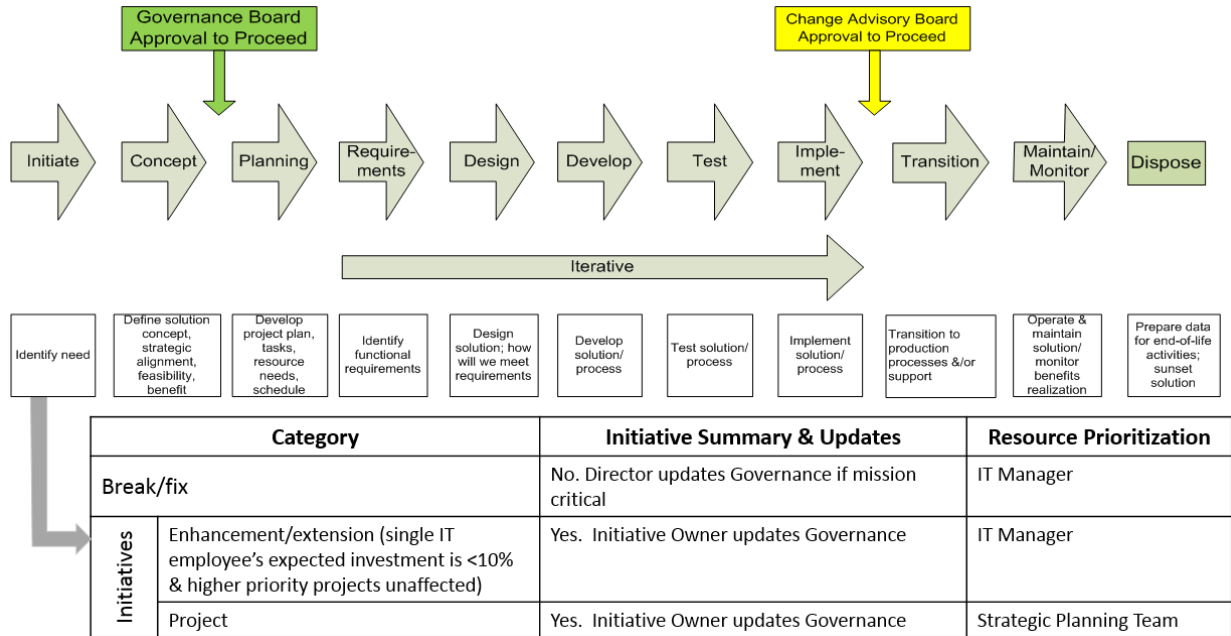
Urgency				
L	M	H		
3	2	1	H	Importance
4	3	2	M	
6	5	3	L	

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 periodically 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.

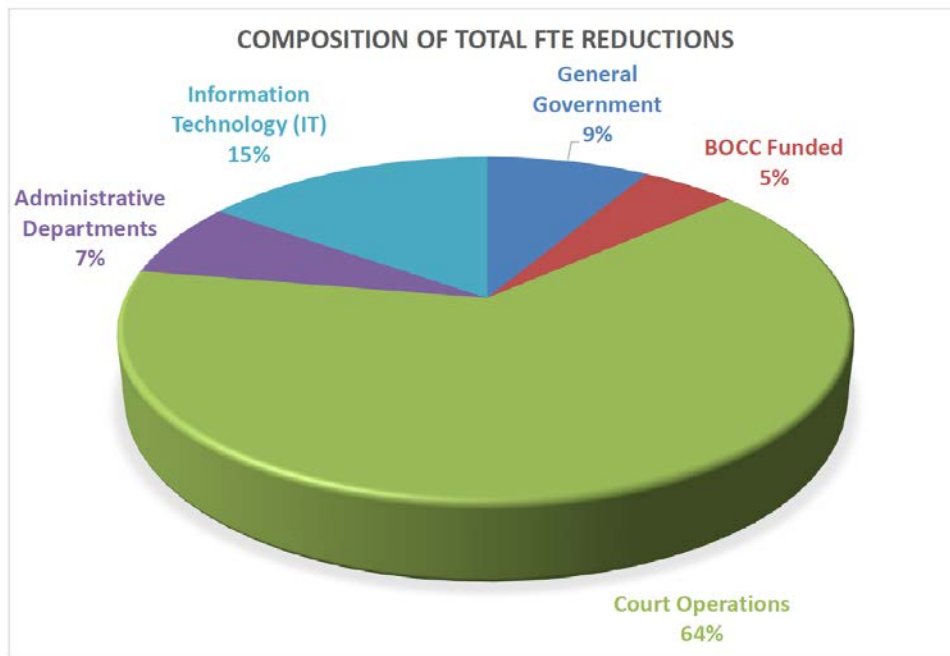
FACTORS AFFECTING STRATEGIC BUDGET DECISIONS

Since 2007, we have eliminated 282 FTEs, which represents a 29% reduction in budgeted positions. The table below shows the number of budgeted positions by year and by operational area. 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	FISCAL 2020	FISCAL 2021	DELTA FY 07-21
General Government Departments	84	94	76	56	56	55	53	55	56	57	56	60	60	60	60	(24)
BOCC Funded Departments	121	119	115	111	111	111	108	108	108	107	107	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	398	398	(181)
Administrative Departments (Admin, Accounting, HR, etc)	80	77	75	73	74	73	70	73	63	61	56	56	62	64	60	(20)
Information Technology (IT)	97	86	86	69	69	65	57	56	56	55	55	55	55	55	54	(43)
TOTAL BUDGETED POSITIONS	961	954	937	823	821	816	790	789	766	738	699	686	686	684	679	(282)
<i>Year-to-Year change</i>			(7)	(17)	(114)	(2)	(5)	(26)	(1)	(23)	(28)	(39)	(13)	0	(2)	(5)

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



Our biggest budgeting challenge has been in Court Operations due to reduced revenues statewide. After several years of reduced or stagnant budgets, statewide Court revenue increased beginning in late FY 2018 and extending through FY 2019. This allowed our FY 2019 Courts budget to be increased by 3.7% and our FY 2020 budget increased by 6%. However, the COVID-19 global pandemic greatly impacted **actual** revenues in FY 2020, resulting in a significant late year budget reduction in FY 2020.

FACTORS AFFECTING STRATEGIC BUDGET DECISIONS

The FY 2021 budget was reduced 7.9% (\$2,387,611) from the original FY 2020 budget due to lingering impacts of the COVID-19 pandemic on revenue collections.

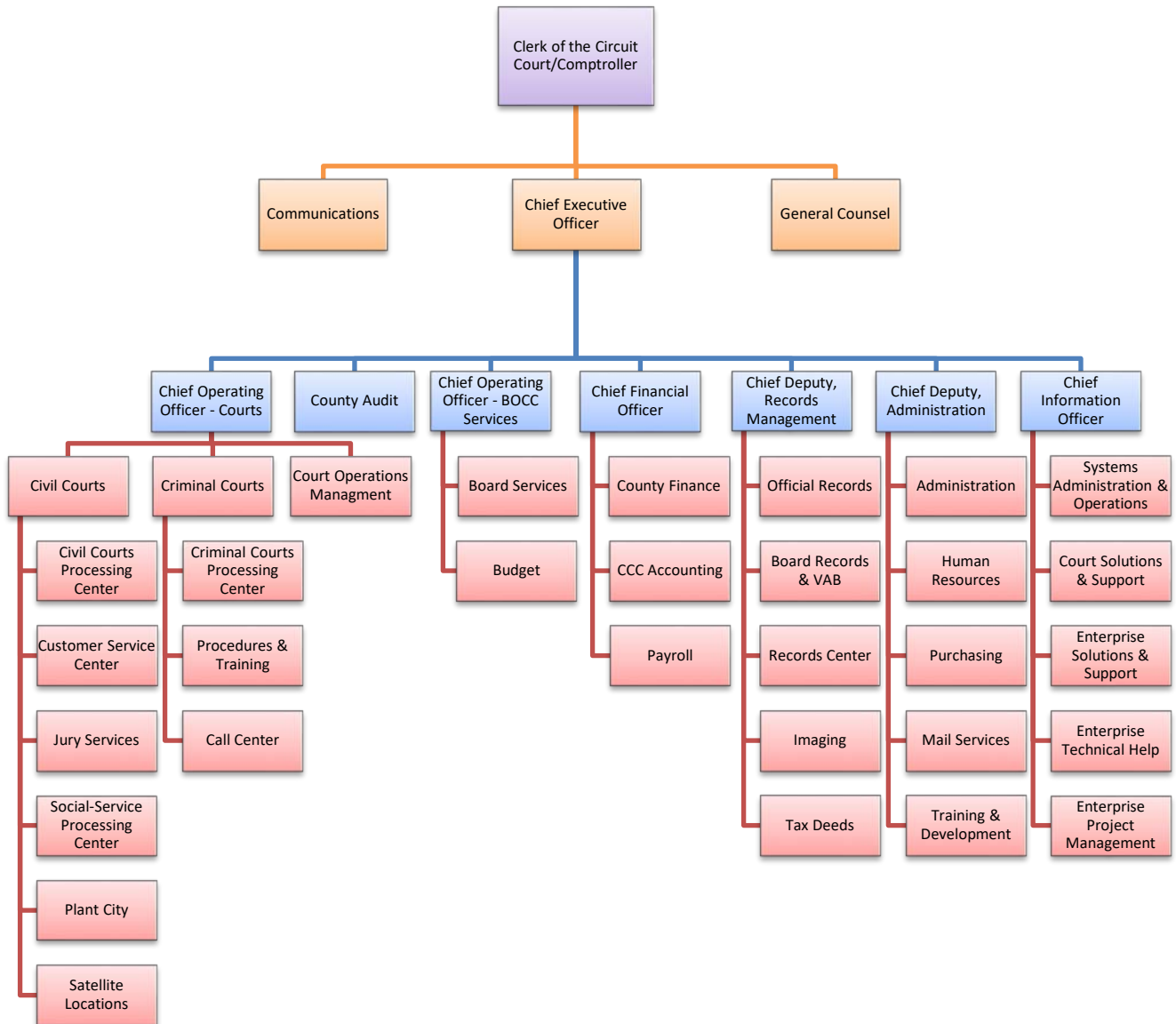
The table below shows the Court Operations expenditure budget for the four most recent fiscal years. It's worth noting that the current budget is 6.6% **less** than the FY 2012 Courts budget, in spite of escalating retirement system contribution costs, health care costs that have doubled and modest pay increases of 3%.

	FY 2018	FY 2019	FY 2020	FY 2021	4-year increase	4-year % increase
Court Operations Budget	27,623,677	28,655,948	30,371,591	27,983,980	360,303	1.3%
\$ increase/(decrease)		1,032,271	1,715,643	(2,387,611)		
% increase/(decrease)		3.7%	6.0%	-7.9%		
	FY 2012	FY 2021	10-year decrease	10-year % decrease		
Court Operations Budget	29,970,470	27,983,980	(1,986,490)	-6.6%		

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 retaining 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. We must offer competitive wages and benefits even when faced with budget challenges.
- **Talent development** – In 2017, we developed in-house training for our Court 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. In FY 2019, we separated the training positions from the Training and Procedures department and created a Training & Development Department. This new department developed and taught classes to all employees, rather than just Court employees. Dozens of classes are now offered in the areas of legal training, management, software applications, public speaking, court operations, safety, accounting and budget. Our goal is to have a robust training program where employees can enhance their skill sets and broaden their organizational knowledge.
- **Technology** – We have invested heavily in our current systems in all business areas. These systems have automated many of the processes previously done manually. Because we rely extensively on technology software and equipment, competent IT professionals and our network infrastructure, we will continually leverage our technological capabilities.
- **Paperless** – We have worked tirelessly in recent years to reduce our need for paper with great success. This allows 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 2021 Adopted Budget for the Hillsborough County Clerk of the Circuit Court is \$76.9 million compared to the FY 2020 Adopted Budget of \$70.4 million. A comparison of the two years is shown in the table below.

Expenditure Category	FY20 Adopted Budget	FY21 Adopted Budget	Increase/ (Decrease)
Personnel	\$52,726,630	\$55,147,553	\$2,420,923
Operating	9,389,791	11,426,741	\$2,036,950
Capital	1,106,457	1,074,460	(\$31,997)
Excess due to County/State	296,508	435,939	\$139,431
Fund Reserves	6,876,216	8,849,239	\$1,973,023
Grand Total	\$70,395,602	\$76,933,932	\$6,538,330

THE BUDGET CYCLE

The FY 2021 Budget Process began in January 2020 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 20. The key dates in the budget calendar are presented below.

Preparation Phase:

January 31 Distribute instructions and forms to Directors and Chiefs
 February 7 Budget forms training
March 20 Budget submissions due from departments

Review Phase:

March 16 – April 20 Departmental Budget reviews with the Clerk & Governance Committee
 April 20 – 30 Finalize Clerk’s Board and Courts Budgets
May 1 Clerk’s Board Budget forms due to BOCC
June 1 Clerk’s Courts Budget forms due to CCOC

Public Adoption Phase:

June 3 Delivery of County Administrator’s Recommended Budget to BOCC
 July 20 State Revenue Estimating Conference (REC) adopts Clerk’s statewide revenue estimates for FY21
 July 30 BOCC Budget Reconciliation workshop to set TRIM rates 9:00 am-4:30 pm
August 1 – 31 Finalize Clerk’s General Government & Trust Fund Budgets
September 1 Total Clerk’s Budget Due to be Filed with BOCC
 September 10 BOCC Budget Public Hearing to adopt tentative millages and budget (6 pm)
 September 17 BOCC Budget Public Hearing to adopt final millages and budget (6 pm)
 September 29 CCOC Executive Council sets Courts Budget Authority
 October 1 Deadline for final Courts Budget Approval by CCOC and Board budget approval from BOCC. Budget journal is posted to the General Ledger.

BUDGET HIGHLIGHTS

General Government departments requested a budget increase of \$610,000, or 7.1%, for FY 2021, which was approved.

Board-funded departments requested a continuation budget for FY 2021, which was approved as submitted. In addition to the continuation budget, we requested \$3.7 million in new funding from the BOCC to cover some court-related expenditures that were not funded in the Courts revenue budget. The BOCC approved the additional request, resulting in a budget increase of \$4,477,608, or 17.2%.

Court-funded departments requested a continuation budget for FY 2021. However, we received a budget decrease of \$2,387,611, or 7.9%, from the Clerk of Courts Operations Corporation (CCOC), based on a projected decrease in statewide court revenue. The approved expenditure budget was \$3.7 million less than our needs-based budget request. We requested additional funding from the BOCC to cover Court-related expenditures to prevent significant staffing shortages and the BOCC approved the request. For FY 2021, some Court-related expenditures will be redirected to the BOCC.

FUNDING PRIORITIES

The highest priority of the Clerk's Office for the FY 2021 budget was to maintain our current staffing levels at current pay rates. We did not budget salary increases for staff. The two most significant benefit cost increases were related to retirement rates, which increased between 7% - 18% on each position depending on the employee's class and a medical insurance increase of 9.6% on all employees. The total impact on the FY 2021 budget from these two benefits was a \$1.3 million increase.

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.

Since major system changes have been implemented in the past few 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.

BUDGET SUMMARY

BUDGET SOURCES & USES - ALL FUNDS

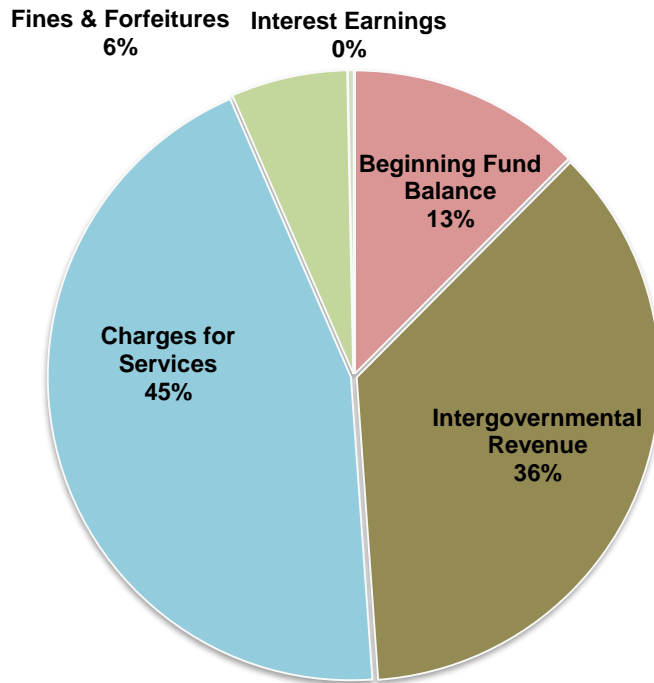
	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Sources</u>				
Beginning Fund Balance	\$ 5,244,250	\$ 5,930,393	\$ 7,387,620	\$ 9,579,290
<u>Revenues</u>				
Intergovernmental Revenue	\$ 21,554,339	24,230,349	23,561,982	28,017,674
Charges for Services	\$ 35,740,440	35,524,859	33,021,300	34,319,416
Fines & Forfeitures	\$ 6,065,374	4,909,478	6,105,100	4,772,150
Interest Earnings	\$ 176,349	440,011	319,600	245,402
Total Revenue	\$ 68,780,753	\$ 71,035,090	\$ 70,395,602	\$ 76,933,932
<u>Uses</u>				
<u>Expenditures</u>				
Personal Services	\$ 45,518,467	\$ 47,654,595	\$ 52,726,630	\$ 55,147,553
Operating Expenditures	8,198,213	9,278,872	9,389,791	11,426,741
Capital Outlay	2,128,060	1,370,017	1,106,457	1,074,460
<u>Non-Expenditures</u>				
Transfer to State & County	6,189,833	4,639,217	296,508	435,939
State Funds Carryforward	815,789	1,457,157	-	2,181,482
Reserve for Future Projects	5,930,393	6,635,233	6,876,216	6,667,757
Total Expenditures	\$ 68,780,753	\$ 71,035,090	\$ 70,395,602	\$ 76,933,932

BUDGETED POSITIONS - ALL FUNDS

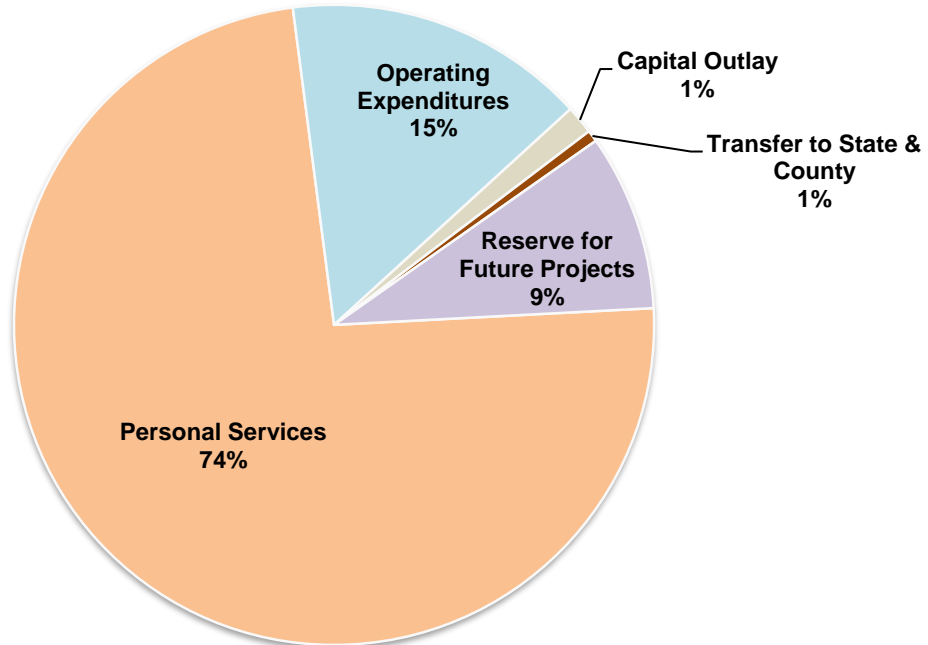
	FY18 Adopted	FY19 Adopted	FY20 Adopted	FY21 Adopted
<u>Funding Source</u>				
Board Funding	107	107	107	107
Court Fees Funding	408	402	398	398
General Government Funding	60	60	60	60
Allocated Departments	111	117	119	114
Total Positions	686	686	684	679

BUDGET SUMMARY

FY 2021 Budget Sources - All Funds



FY 2021 Budget Uses - All Funds

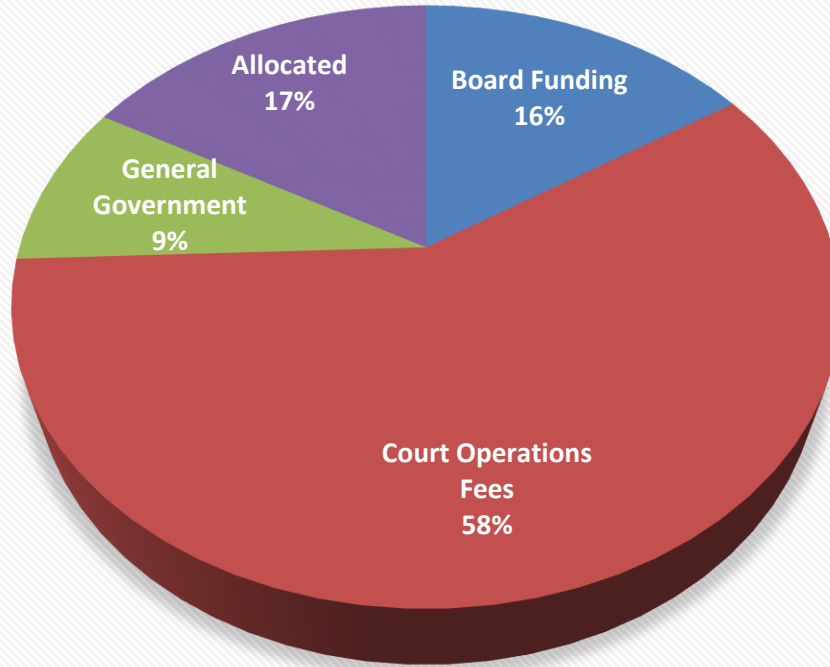


POSITION SUMMARY

	FY18 Adopted	FY19 Adopted	FY20 Adopted	FY21 Adopted
<u>Board Funding</u>				
Value Adjustment Board	5.0	5.0	5.0	4.0
County Audit	9.0	9.0	9.0	9.0
Mail Services	6.0	6.0	6.0	6.0
Payroll	10.0	10.0	10.0	9.0
County Finance	55.0	55.0	55.0	56.0
Board Records	6.0	6.0	6.0	7.0
Enterprise Solutions & Support	11.0	11.0	11.0	11.0
Board Services	5.0	5.0	5.0	5.0
Total	107.0	107.0	107.0	107.0
<u>General Government</u>				
Clerk's Administration	1.0	1.0	1.0	1.0
Official Records	39.0	39.0	38.0	37.0
Plant City	2.0	2.0	2.0	2.0
Brandon & Southshore Svc Ctrs	7.0	7.0	7.0	8.0
Tax Deeds	6.0	6.0	7.0	7.0
Imaging	5.0	5.0	5.0	5.0
Total	60.0	60.0	60.0	60.0
<u>Court Operations - State</u>				
Court Operations Management	10.0	12.0	12.0	12.0
Jury Services	3.0	3.0	3.0	3.0
Plant City	19.0	18.0	18.0	18.0
Brandon & Southshore Svc Ctrs	7.0	7.0	7.0	7.0
Records Management	11.0	10.0	10.0	10.0
Call Center	18.0	20.0	20.0	20.0
Customer Service Center	81.0	80.0	80.0	80.0
Civil Court Processing Center	69.0	69.0	68.0	64.0
Centralized Procedures & Training	11.0	7.0	7.0	6.0
Criminal Court Processing Center	156.0	153.0	150.0	155.0
Social Service-Related Processing Ctr	23.0	23.0	23.0	23.0
Total	408.0	402.0	398.0	398.0
<u>Allocated</u>				
Clerk's Administration	9.0	9.0	8.0	6.0
Human Resources	7.0	7.0	8.0	8.0
Purchasing	-	-	2.5	2.5
Mail Services & Purchasing	6.0	6.0	4.5	3.5
CCC Accounting	26.0	26.0	26.0	25.0
Training and Development	-	6.0	7.0	7.0
Records Management	3.0	3.0	3.0	3.0
Call Center	4.0	4.0	4.0	4.0
Clerk (Executive)	1.0	1.0	1.0	1.0
System Administration & Operations	14.0	11.0	11.0	11.0
Court Solutions & Support	14.0	15.0	15.0	15.0
Enterprise Solutions & Support	12.0	12.0	12.0	12.0
Enterprise Technical Support	9.0	10.0	10.0	10.0
Enterprise Program Management Office	6.0	7.0	7.0	6.0
Total	111.0	117.0	119.0	114.0
Funded Positions	686.0	686.0	684.0	679.0

POSITION SUMMARY

Positions by Funding Source FY 2021



FUND SUMMARY

OPERATING FUNDS

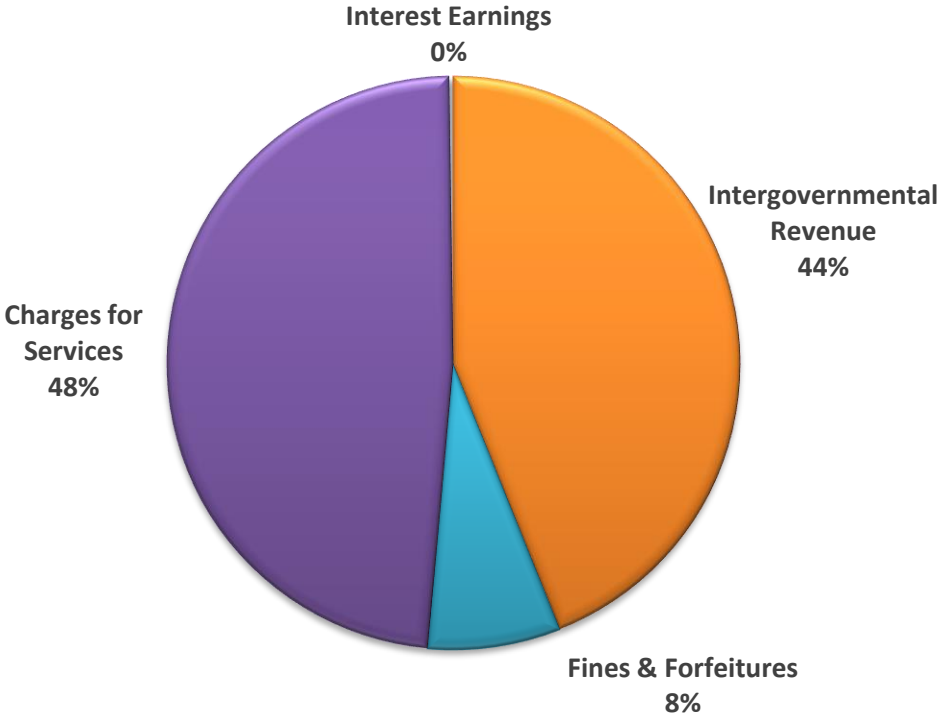
	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Sources</u>				
Intergovernmental Revenue - Federal	\$ 1,062,130	\$ 1,937,771	\$ 1,488,200	\$ 1,499,234
Intergovernmental Revenue - State	482,720	1,248,122	488,729	455,779
Intergovernmental Revenue - County	20,009,490	21,044,455	21,585,053	26,062,661
Charges for Services - General Govt	7,230,239	7,526,032	7,155,400	7,771,766
Charges for Services - Courts	25,659,688	24,999,146	22,913,400	23,042,650
Fines & Forfeitures	6,065,374	4,909,478	6,105,100	4,772,150
Interest Earnings	115,555	296,272	178,000	147,102
Beginning Fund Balance	-	-	989,870	2,181,482
Total Revenue	\$ 60,625,195	\$ 61,961,277	\$ 60,903,752	\$ 65,932,824
<u>Uses</u>				
<u>Operating</u>				
Personnel Services	\$ 44,645,059	\$ 46,778,728	\$ 51,751,252	\$ 54,077,637
Operating Expenditures	7,046,000	7,796,167	7,904,269	8,701,065
Capital Outlay	1,928,516	1,290,007	951,723	536,701
<u>Non-Operating</u>				
Transfer to State	4,850,814	2,216,486	215,508	349,599
Transfer to County	1,339,019	2,422,732	81,000	86,340
State Funds Carryforward	815,789	1,457,157	-	2,181,482
Total Expenditures	\$ 60,625,195	\$ 61,961,277	\$ 60,903,752	\$ 65,932,824

TRUST FUNDS

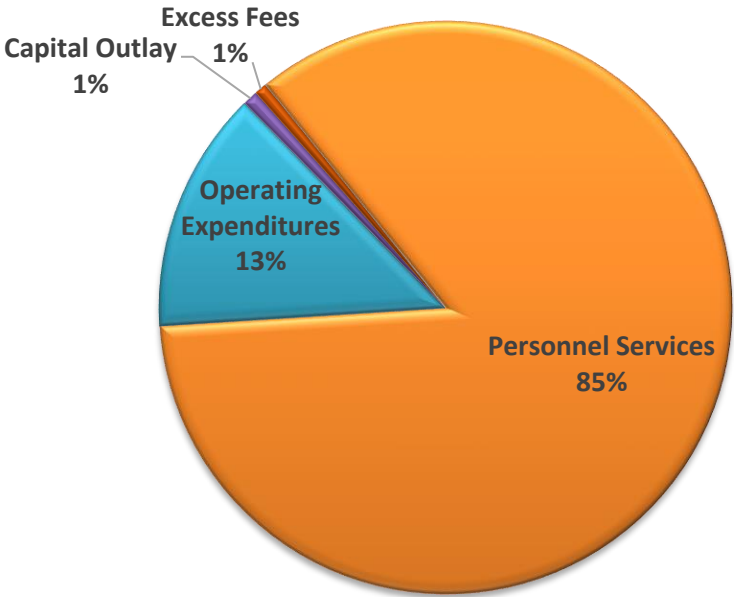
	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Sources</u>				
Beginning Fund Balance	\$ 5,244,250	\$ 5,930,393	\$ 6,397,750	\$ 7,397,808
<u>Revenues</u>				
Charges for Services - Restricted	2,850,513	2,999,681	2,952,500	3,505,000
Interest Earnings	60,795	143,740	141,600	98,300
Total Revenue	\$ 8,155,558	\$ 9,073,813	\$ 9,491,850	\$ 11,001,108
<u>Uses</u>				
<u>Operating</u>				
Personnel Services	\$ 873,408	\$ 875,867	\$ 975,378	\$ 1,069,916
Operating Expenditures	549,942	706,901	685,522	835,055
Capital Outlay	99,105	11,093	154,734	76,801
<u>Non-Operating</u>				
Technology Projects - Operating	602,271	775,803	800,000	1,890,621
Technology Projects - Equipment	100,439	68,916	-	460,958
Reserve for Future Projects	5,930,393	6,635,233	6,876,216	6,667,757
Total Expenditures	\$ 8,155,558	\$ 9,073,813	\$ 9,491,850	\$ 11,001,108

FUND SUMMARY

FY 2021 Operating Fund Sources

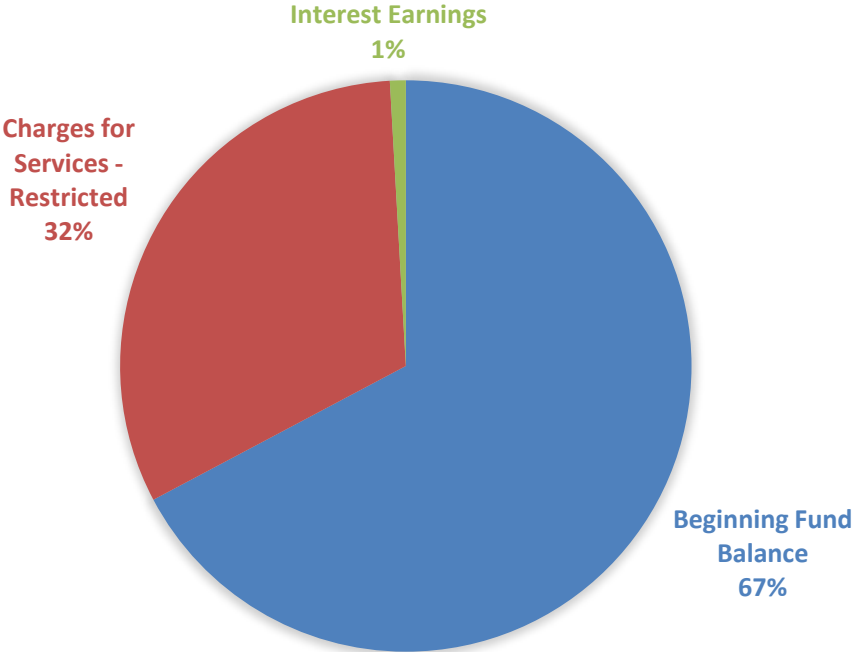


FY 2021 Operating Fund Uses

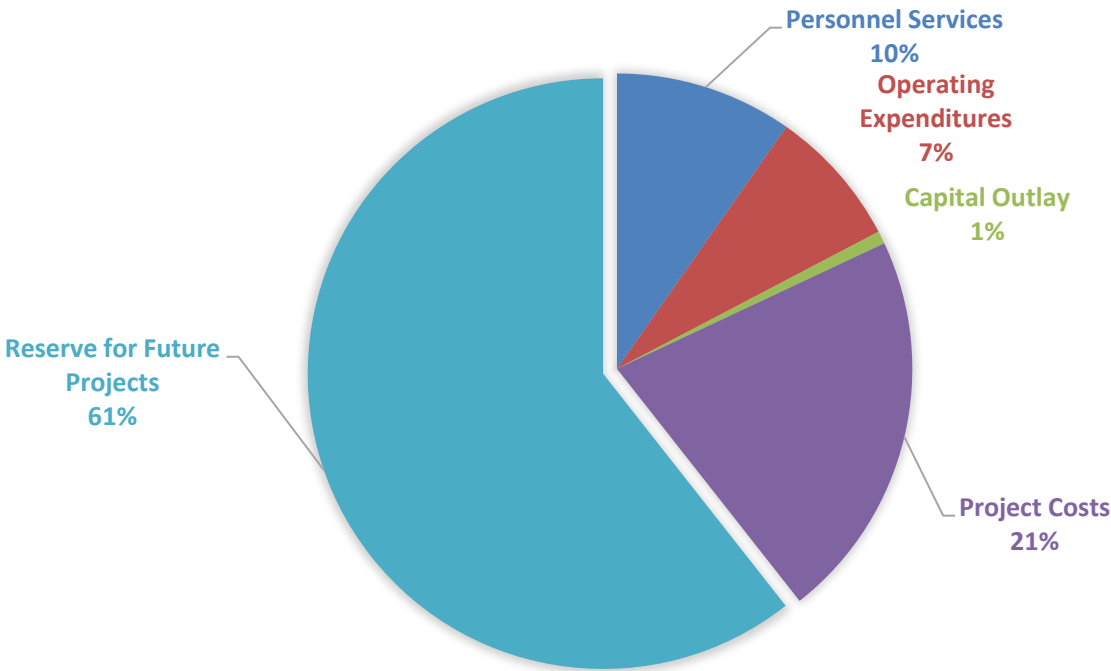


FUND SUMMARY

FY 21 Trust Fund Sources



FY 21 Trust Fund Uses



LINE ITEM DETAIL

Account Title	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Personal Services</u>				
Executive Salaries	\$ 168,379	\$ 170,011	\$ 175,111	\$ 181,504
Salaries & Wages	27,440,916	28,878,247	35,928,548	36,953,587
Retention Incentive	89,650	87,350	87,000	87,000
Cafeteria Benefits	1,665,241	1,662,632	1,792,477	1,814,670
Deferred Compensation	334,443	338,413	387,277	417,977
Workers Comp Pay	3,157	5,400	-	-
Overtime	549,123	637,026	30,500	30,500
Stipend	478,301	4,100	-	-
Annual Leave	2,800,643	3,022,853	-	-
Parental Paid Leave	18,435	41,161	-	-
Sick Leave	-	292,267	-	-
FICA & Medicare Taxes	2,349,621	2,459,091	2,752,308	2,811,066
Florida Retirement System	2,878,395	3,227,897	3,375,342	4,015,586
Health Insurance	6,116,845	6,259,682	7,586,448	8,167,452
Disability Insurance	380,469	335,850	370,912	380,747
Employee Life Insurance	21,091	20,023	43,882	67,398
Workers Compensation Insurance	75,600	81,564	58,105	49,966
Unemployment Benefits	26,538	6,168	-	-
OPEB Liability Assessment	121,620	124,860	138,720	170,100
Personal Svc Allocated In - IT	5,971,300	6,025,169	6,719,018	7,012,893
Personal Svc Allocated In - Other	5,395,955	6,568,088	7,129,103	7,376,223
Personal Svc Allocated Out - IT	(5,971,300)	(6,025,169)	(6,719,018)	(7,012,893)
Personal Svc Allocated Out - Other	(5,395,955)	(6,568,088)	(7,129,103)	(7,376,223)
Personal Services Subtotal	\$ 45,518,467	\$ 47,654,595	\$ 52,726,630	\$ 55,147,553
<u>Operating Expenditures</u>				
Medical Exams	\$ -	\$ -	\$ 2,000	\$ 2,000
Legal Costs / Attorneys	512,927	266,165	98,000	98,000
DP Services External	-	44,696	47,000	47,000
Computer Software Agreements	2,670,407	3,098,996	3,027,976	3,369,728
Investment Advisor	140,400	140,400	140,400	140,400
Other Professional Services	1,454,362	1,358,618	821,724	1,907,942
Accounting And Auditing	36,589	42,738	375,000	75,000
Contractual Non-Payroll Personnel	57,238	155,654	170,000	267,500
Other Contractual Services	53,867	39,528	111,310	113,310
Banking Service Fees	25,005	25,125	100,180	100,180
Microfilm Services	27,607	22,413	50,000	75,000
Central Disbursement Unit costs	24,800	19,227	30,000	30,000
Retiree Health Insurance Subsidy	29,880	31,985	47,000	47,000
Vicinity Mileage	3,482	3,490	14,050	13,350
Airfare	-	-	1,000	900
Parking and Tolls	255	6,374	7,080	8,100
Other Travel Expenses	83,264	54,452	130,837	147,375
Fleet Fuel, Oil And Rental	16,098	10,748	19,924	21,025
Telecommunications	371,419	431,894	494,445	485,860
Telephone Equipment	62,068	139,467	-	-
Postage & Freight Services	473,582	455,904	502,582	519,066
Other Freight/Transport Costs	2,557	1,313	3,200	1,457
Armored Car Services	36,708	36,582	55,050	50,840
Utilities Service	-	108	400	1,100

LINE ITEM DETAIL

Account Title	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
Rental Of Office Equipment	53,169	2,700	60,400	2,980
Rental Of Computer Software	10,588	10,972	11,772	11,885
Other Rentals And Leases	-	-	2,000	-
General Insurance	117,792	130,802	156,424	192,425
Maintenance Building/Facility	117,827	98,230	144,250	142,250
Maintenance Of Equipment	46,463	52,148	60,300	84,433
Maintenance Of Computer Equip	406,927	342,286	772,596	896,321
Facility Security/Alarm Services	15,287	6,980	18,600	15,500
Fleet Management Services	14,993	17,070	24,188	22,044
Printing And Binding	65,766	76,939	100,802	106,695
Court Adm Printing & Binding	-	-	2,000	2,000
Public Awareness Programs	979	2,717	10,000	10,000
Awards Program	103,491	85,235	125,000	126,000
Bad Debt And Bad Check Write-Off	2,115	40,568	-	-
Legal Advertising	4,195	6,220	6,900	8,650
Juror Compensation	230,640	235,440	255,000	248,000
Cash Over/Short	2,985	(1,220)	-	-
Other Operating Costs	12,934	3,346	259,095	610,470
Office Supplies & Minor Office Equip	184,484	260,847	203,297	204,532
Computer Software	152,036	116,822	15,700	165,700
General Oper Supplies & Minor Equip	7,716	5,005	28,310	25,084
DP Supplies & Minor DP Equip	355,791	1,166,422	522,456	597,175
Uniforms And Safety Apparel	3,019	5,131	6,736	6,660
Memberships And Dues	18,039	18,543	31,660	31,775
Books And Subscriptions	32,050	34,231	37,525	39,684
Training & Educational Costs	151,783	165,507	268,622	337,345
Employee Tuition Reimbursement	4,626	10,054	17,000	17,000
Operating Exp Allocated In - IT	3,712,479	4,823,228	4,680,974	5,434,147
Operating Exp Allocated In - Other	625,808	535,791	662,207	784,167
Operating Exp Allocated Out - IT	(3,712,479)	(4,823,228)	(4,680,974)	(5,434,147)
Operating Exp Allocated Out - Other	(625,808)	(535,791)	(662,207)	(784,167)
Operating Expenditure Subtotal	\$ 8,198,213	\$ 9,278,872	\$ 9,389,791	\$ 11,426,741
Capital Outlay				
Office Furniture And Equipment	\$ 141,135	\$ 143,942	\$ -	\$ 43,300
Computer Equipment	1,814,033	1,058,577	1,028,900	731,858
Fleet Equipment	39,660	66,463	40,557	66,802
Other Equipment	1,131	32,584	-	-
Installed Equipment	14,545	57,584	35,000	32,500
Computer Software Projects	117,555	10,867	2,000	200,000
Capital Outlay Allocated In - IT	677,655	76,901	1,065,900	503,400
Capital outlay Allocated Out - IT	(677,655)	(76,901)	(1,065,900)	(503,400)
Capital Outlay Subtotal	\$ 2,128,060	\$ 1,370,017	\$ 1,106,457	\$ 1,074,460
Transfer To BOCC	\$ 1,339,019	\$ 2,422,732	\$ 81,000	\$ 86,340
Transfer To State Of Florida	5,666,602	3,673,642	215,508	349,599
Designated Reserves	5,930,393	6,635,233	6,876,216	8,849,239
Grand Total	\$ 68,780,753	\$ 71,035,091	\$ 70,395,602	\$ 76,933,932

LINE ITEM DETAIL

FY 2021 BUDGET BY FUND

<u>Account Title</u>	<u>Allocated Depts</u>	<u>Board Funded</u>	<u>General Government</u>	<u>Court Revenues</u>	<u>Trust Funds</u>	<u>Total All Funds</u>
<u>Personal Services</u>						
Executive Salaries	\$ 181,504	\$ -	\$ -	\$ -	\$ -	\$ 181,504
Salaries & Wages	8,881,404	7,269,240	2,945,131	17,857,812	-	36,953,587
Retention Incentive	14,400	12,100	7,800	52,700	-	87,000
Cafeteria Benefits	334,643	296,451	156,264	1,027,312	-	1,814,670
Deferred Compensation	116,156	85,110	30,951	185,760	-	417,977
Overtime	-	10,500	-	20,000	-	30,500
FICA & Medicare Taxes	669,538	530,447	224,694	1,386,387	-	2,811,066
Florida Retirement System	1,085,507	817,954	300,392	1,811,733	-	4,015,586
Health Insurance	1,449,000	1,410,348	760,872	4,547,232	-	8,167,452
Disability Insurance	92,620	73,286	30,059	184,782	-	380,747
Employee Life Insurance	24,566	14,577	4,185	24,070	-	67,398
Workers Compensation Insurance	12,044	9,557	3,958	24,407	-	49,966
OPEB Liability Assessment	28,500	27,600	15,750	98,250	-	170,100
Personnel Svc Allocated In-IT	-	4,820,920	1,122,057	-	1,069,916	7,012,893
Personal Svc Allocated In-Other	-	4,141,502	2,123,370	1,111,351	-	7,376,223
Personal Svc Allocated Out-IT	(7,012,893)	-	-	-	-	(7,012,893)
Personnel Svc Allocated Out-Other	(5,876,989)	-	-	(1,499,234)	-	(7,376,223)
Personal Services Subtotal	\$ -	\$ 19,519,592	\$ 7,725,483	\$ 26,832,562	\$ 1,069,916	\$ 55,147,553
<u>Operating Expenditures</u>						
Medical Exams	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000
Legal Costs / Attorneys	50,000	48,000	-	-	-	98,000
DP Services External	40,000	7,000	-	-	-	47,000
Computer Software Agreements	3,099,668	94,138	-	-	175,922	3,369,728
Investment Advisor	-	140,400	-	-	-	140,400
Other Professional Services	299,820	273,644	90,000	-	1,244,478	1,907,942
Accounting And Auditing	50,000	25,000	-	-	-	75,000
Contractual Non-Payroll Personnel	70,000	-	-	-	197,500	267,500
Other Contractual Services	8,000	-	-	30,310	75,000	113,310
Banking Service Fees	-	84,180	16,000	-	-	100,180
Microfilm Services	-	75,000	-	-	-	75,000
Central Disbursement Unit costs	-	-	-	30,000	-	30,000
Retiree Health Insurance Subsidy	47,000	-	-	-	-	47,000
Vicinity Mileage	1,800	350	2,700	8,500	-	13,350
Airfare	-	900	-	-	-	900
Parking and Tolls	-	8,100	-	-	-	8,100
Other Travel Expenses	93,775	30,100	-	20,500	-	144,375
Fleet Fuel, Oil And Rental	1,200	19,825	3,000	-	-	24,025
Telecommunications	407,314	74,196	4,350	-	-	485,860
Postage & Freight Services	26,620	27,239	42,470	422,737	-	519,066
Other Freight/Transport Costs	1,200	257	-	-	-	1,457
Armored Car Services	50,000	840	-	-	-	50,840
Utility Services	-	1,100	-	-	-	1,100
Rental Of Office Equipment	1,920	1,060	-	-	-	2,980
Rental Of Computer Software	8,000	3,885	-	-	-	11,885
General Liability Insurance	150,370	37,266	2,168	2,621	-	192,425
Maintenance Building/Facility	-	92,250	50,000	-	-	142,250
Maintenance Of Equipment	1,800	43,519	9,326	29,788	-	84,433
Maintenance Of Computer Equip	869,755	4,240	-	-	22,326	896,321
Facility Security/Alarm Services	12,000	3,500	-	-	-	15,500
Fleet Management Services	2,000	20,044	-	-	-	22,044
Printing And Binding	15,024	11,900	5,600	74,171	-	106,695
Court Adm Printing & Binding	-	-	-	2,000	-	2,000
Public Awareness Programs	10,000	-	-	-	-	10,000
Awards Program	51,000	75,000	-	-	-	126,000
Legal Advertising	3,550	5,100	-	-	-	8,650
Juror Compensation	-	-	-	248,000	-	248,000
Other Operating Costs	5,750	481,695	105,850	2,400	14,775	610,470
Office Supp & Minor Office Equip	29,126	41,196	21,595	112,615	-	204,532
Computer Software	13,000	2,200	-	500	150,000	165,700
General Oper Supp & Minor Equip	4,590	3,725	3,850	12,919	-	25,084

LINE ITEM DETAIL

FY 2021 BUDGET BY FUND

<u>Account Title</u>	<u>Allocated Depts</u>	<u>Board Funded</u>	<u>General Government</u>	<u>Court Revenues</u>	<u>Trust Funds</u>	<u>Total All Funds</u>
DP Supplies & Minor DP Equip	472,807	90,410	23,958	-	10,000	597,175
Uniforms And Safety Apparel	3,580	2,080	-	1,000	-	6,660
Memberships And Dues	21,370	9,205	1,200	-	-	31,775
Books And Subscriptions	6,550	31,984	150	1,000	-	39,684
Training & Education Costs	270,725	51,750	3,100	5,150	6,620	337,345
Employee Tuition Reimbursement	17,000	-	-	-	-	17,000
Operating Exp Allocated In-IT	-	3,735,632	869,460	-	829,055	5,434,147
Operating Exp Allocated In-Other	-	553,681	83,279	147,207	-	784,167
Operating Exp Allocated Out-IT	(5,434,147)	-	-	-	-	(5,434,147)
Operating Exp Allocated Out-Other	(784,167)	-	-	-	-	(784,167)
Operating Expenditure Subtotal	\$ -	\$ 6,211,591	\$ 1,338,056	\$ 1,151,418	\$ 2,725,676	\$ 11,426,741
<u>Capital Outlay</u>						
Office Equipment & Furniture	\$ -	\$ -	\$ 43,300	\$ -	\$ -	\$ 43,300
Computer Equipment	470,900	-	-	-	260,958	731,858
Fleet Equipment	-	36,525	30,277	-	-	66,802
Installed Equipment	32,500	-	-	-	-	32,500
Computer Software	-	-	-	-	200,000	200,000
Capital Outlay Allocated In-IT	-	346,055	80,544	-	76,801	503,400
Capital Outlay Allocated Out-IT	(503,400)	-	-	-	-	(503,400)
Capital Outlay Subtotal	\$ -	\$ 382,580	\$ 154,121	\$ -	\$ 537,759	\$ 1,074,460
Transfer To BOCC	\$ -	\$ -	\$ 86,340	\$ -	\$ -	\$ 86,340
Transfer To State	-	-	-	349,599	-	349,599
Designated Reserves	-	-	-	2,181,482	6,667,757	8,849,239
Grand Total	\$ -	\$ 26,113,763	\$ 9,304,000	\$ 30,515,061	\$ 11,001,108	\$ 76,933,932

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 34% 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 beginning in FY 2018. The CCOC now approves the budgets based on projected revenues state-wide, effective in FY 2018.

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 is now 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.

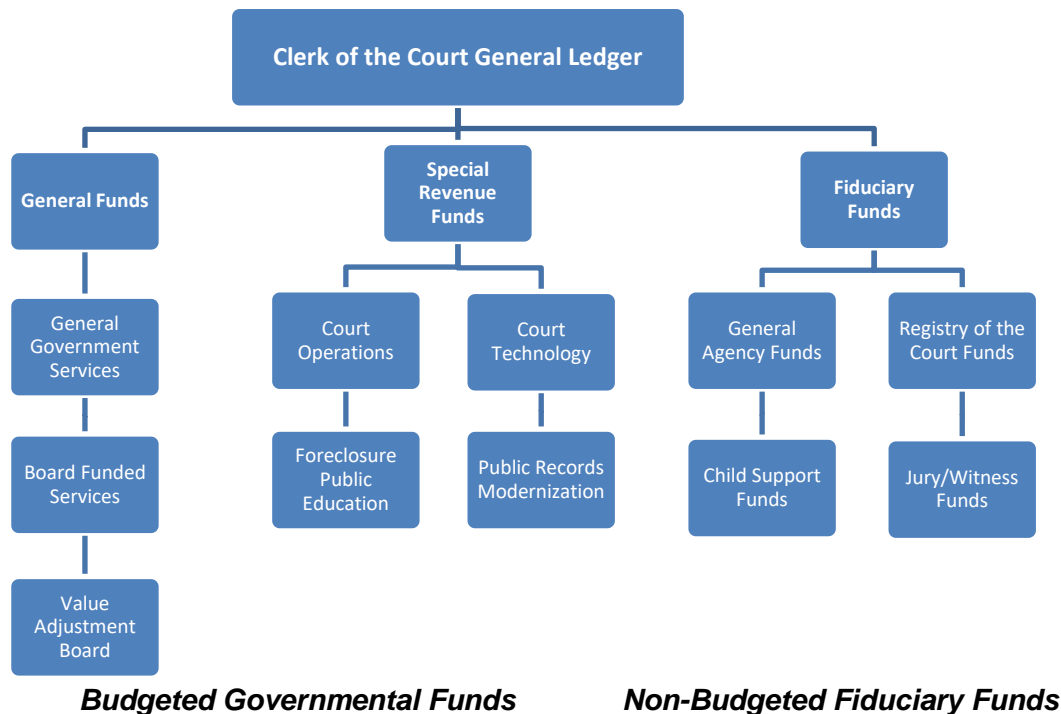
Fiduciary Fund Types:

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.



Departments and Programs funded in General Funds

- Clerk’s Administration, Human Resources, Internal Audit & Records Management
- Finance, Accounting and Budget
- Payroll
- Training and Development
- Purchasing and Mail Services
- Board Minutes and Records, Board Support services
- Value Adjustment Board
- Official Records
- 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.

	FY18	FY19	FY20	FY21
	Actual	Actual	Adopted	Adopted
<u>Revenue by Type:</u>				
BOCC Funding - Clerk to Board	\$ 13,350,706	\$ 14,161,830	\$ 13,745,593	\$ 14,303,961
BOCC Funding - Circuit & County Court	5,962,128	6,176,180	7,125,931	11,071,224
BOCC Funding - VAB	696,656	706,445	713,529	687,476
BOCC Funding - Interest	44,631	97,383	43,000	51,102
Total Revenue	\$ 20,054,121	\$ 21,141,838	\$ 21,628,053	\$ 26,113,763
<u>Expenditures by Department:</u>				
<u>BOCC Services Costs</u>				
Value Adjustment Board	\$ 474,515	\$ 419,080	\$ 651,300	\$ 624,435
County Audit	803,064	860,477	928,852	988,094
Payroll	776,518	741,435	851,027	832,318
County Finance	4,465,755	4,639,942	5,512,759	5,505,104
Board Records	371,431	357,604	414,714	520,696
Enterprise Solutions and Support	1,150,120	1,102,423	1,324,270	1,388,122
Board Services	572,413	647,560	614,300	653,010
Purchasing	-	-	1,932	1,884
Mail Services & Purchasing	440,157	459,983	481,492	518,187
Non-Departmental Clerk to Board	-	(3,173)	174,165	282,042
Clerk to Board Overhead & IT	2,843,052	3,112,647	3,532,311	7,144,207
Clerk to Board Technology Projects	1,663,720	1,789,199	-	-
<u>Circuit Court Costs</u>				
Clerk's Administration	121,858	58,035	70,701	68,301
Human Resources	2,878	2,582	4,000	3,000
CCC Accounting	4,192	2,688	6,750	4,500
Training and Development	-	438	1,700	600
Official Records	780	(1,080)	8,600	7,000
Court Operations Management	32,528	106,185	97,005	96,360
Jury Services	1,642	704	4,423	3,550
Plant City	4,893	4,460	13,683	11,530
Brandon & Southshore	8,496	7,853	11,544	10,843
Records Management	62,506	61,457	111,100	129,000
Imaging	1,347	263	2,150	1,200
Customer Service Center	9,719	3,982	12,070	6,500
Civil Court Processing Center	4,398	778	4,685	1,000
Criminal Court Processing Center	18,440	5,344	20,619	8,500
Social Service-Related Processing Ctr	4,523	1,765	5,259	2,500
Non-Departmental Circuit Court	58,847	120,588	474,000	847,697
Court Technology - IT	5,260,751	5,523,090	6,292,642	6,453,583
Court Technology - Projects	-	9,766	-	-
Total Expenditures	\$ 19,158,543	\$ 20,036,075	\$ 21,628,053	\$ 26,113,763
Residual Equity to BOCC	\$ 895,579	\$ 1,105,762	\$ -	\$ -
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.

	FY18	FY19	FY20	FY21
	Actual	Actual	Adopted	Adopted
<u>Revenue by Type:</u>				
Recording Fees	\$ 4,856,246	\$ 4,994,487	\$ 4,757,350	\$ 5,383,066
Other Recording Revenue	1,349,108	1,470,254	1,341,500	1,382,400
Marriage Licenses	458,298	449,703	480,650	480,600
Tax Deeds	118,716	113,574	132,700	83,000
Passports	240,725	269,003	260,700	259,500
Other Service Charges	197,446	218,912	162,500	163,200
IT Charges - External	9,700	10,100	20,000	20,000
Title IV-D Reimbursement	1,062,130	1,937,771	1,488,200	1,499,234
Interest Earnings	23,053	91,991	45,000	33,000
Total Revenue	\$ 8,315,422	\$ 9,555,795	\$ 8,688,600	\$ 9,304,000
<u>Expenditures by Department:</u>				
Clerk's Administration	\$ 173,247	\$ 100,826	\$ 142,546	\$ 189,030
Official Records	2,222,421	2,236,873	2,553,654	2,727,019
Plant City	160,902	175,777	177,459	147,731
Brandon & Southshore	511,933	536,620	516,609	623,424
Tax Deeds	476,683	529,872	591,532	622,427
Records Management	-	-	-	30,277
Imaging	255,134	288,364	275,740	295,565
General Gov't Overhead & IT	1,593,392	1,746,725	1,979,895	2,080,628
General Gov't Technology Projects	404,820	333,343	-	-
Title IV-D In (Family Law)	1,096,486	1,462,445	1,488,200	1,499,234
Non-Departmental Costs	395,552	217,546	177,441	303,477
IT Services - External	9,700	10,100	20,000	20,000
Civil Court Technology - IT	569,345	600,336	684,524	678,848
Adult Pre-Arrest Diversion Program	2,366	-	-	-
Total Expenditures	\$ 7,871,982	\$ 8,238,825	\$ 8,607,600	\$ 9,217,660
Transfer to BOCC (Excess Fees)	\$ 443,440	\$ 1,316,969	\$ 81,000	\$ 86,340
Funded Positions	60	60	60	60

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.

	FY18	FY19	FY20	FY21
	Actual	Actual	Adopted	Adopted
<u>Revenue by Case Type:</u>				
State Appropriations-CCOC Trust Fund	\$ -	\$ 777,960	\$ -	\$ -
State Appropriations-Jury Services	482,720	470,162	488,729	455,779
Collections	20,307	18,513	18,500	18,800
Appeals	67,748	48,989	61,800	50,700
Probate	846,359	813,705	799,600	809,300
Circuit Criminal	706,617	710,743	682,400	695,150
County Criminal	890,439	856,124	865,600	857,000
Indigency Screening	5,361	4,872	5,400	4,800
Traffic	10,855,559	9,553,209	9,370,900	7,913,500
Juvenile	54,162	65,318	56,800	64,450
County Civil	11,092,686	10,413,458	10,171,700	10,447,000
Family Law	1,730,125	1,769,521	1,698,600	1,643,700
Circuit Civil	4,360,953	4,779,407	4,071,800	4,302,400
Non-Departmental	1,142,616	981,664	1,305,400	1,071,000
Total Revenue	\$ 32,255,652	\$ 31,263,645	\$ 29,597,229	\$ 28,333,579
<u>Expenditures by Department:</u>				
Court Operations Management	\$ 1,452,906	\$ 1,588,135	\$ 1,660,890	\$ 1,787,601
Jury Services	232,685	241,621	228,367	252,138
Plant City	1,049,921	1,134,733	1,164,667	1,290,066
Brandon & Southshore Svc Ctrs	469,978	468,376	476,719	533,925
Records Center	412,137	505,789	546,591	565,644
Call Center	975,432	1,057,022	1,121,978	1,166,305
Customer Service Center	4,402,218	4,582,469	4,835,680	5,154,711
Civil Court Processing Center	3,921,270	4,121,296	4,204,989	4,129,255
Procedures & Training Center	680,497	510,153	504,697	459,400
Criminal Court Processing Center	8,844,943	9,018,110	9,313,898	10,024,394
Social Service-Related Processing Ctr	1,512,008	1,599,552	1,629,466	1,702,220
Courts Overhead	3,494,977	3,985,673	4,449,996	1,258,558
Non-Departmental	-	-	1,461,491	904,997
Juror Costs	236,566	239,517	260,362	254,000
Title IV-D Out (Family Law)	(1,096,486)	(1,462,445)	(1,488,200)	(1,499,234)
Total Expenditures	\$ 26,589,050	\$ 27,590,002	\$ 30,371,591	\$ 27,983,980
Beginning Fund Balance	\$ -	\$ -	\$ 989,870	\$ 2,181,482
Reserve for Sept revenues	\$ -	\$ -	\$ -	\$ 2,181,482
Excess Fees Transferred to State	\$ 4,850,814	\$ 2,216,486	215,508	349,599
Transfer to State (Excess Revenues)	\$ 815,789	\$ 1,457,157	\$ -	\$ -
Funded Positions	408	402	398	398

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.

	FY18	FY19	FY20	FY21
	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
<u>Revenue by Source:</u>				
BOCC Funding	\$ 8,103,803	\$ 8,635,737	\$ 9,824,953	\$ 13,597,790
Court Fees Funding	3,494,977	3,985,673	4,449,996	1,258,558
General Government	2,172,438	2,357,161	2,684,419	2,779,476
Court Technology TF	1,515,494	1,588,161	1,809,634	1,975,772
Total Revenue	\$ 15,286,712	\$ 16,566,732	\$ 18,769,002	\$ 19,611,596
<u>Expenditures by Department:</u>				
<u>Overhead</u>				
Clerk's Administration	\$ 1,290,070	\$ 1,356,201	\$ 1,451,138	\$ 1,226,115
Human Relations	671,869	660,710	734,167	778,293
Purchasing	-	-	204,799	221,600
Mail Services & Purchasing	329,131	350,743	288,617	257,796
CCC Accounting	1,707,051	1,748,256	2,007,200	1,942,558
Training and Development	-	481,102	498,092	619,263
Records Management	207,988	266,360	280,184	290,571
Call Center	327,733	342,965	340,318	366,914
Non-Departmental Allocations	131,739	168,978	225,000	673,334
Clerk (Executive)	259,697	266,118	273,595	284,712
<u>Information Technology</u>				
Systems Administration & Operations	2,813,805	2,584,616	3,114,192	3,574,070
Court Solutions & Support	2,233,265	2,530,061	2,641,460	2,799,576
Enterprise Solutions & Support	2,205,230	2,231,288	2,236,937	2,374,319
Enterprise Technical Support	2,470,256	2,711,631	3,365,878	3,021,796
Enterprise Program Mgmt Office	638,877	867,702	1,107,425	1,180,679
Total Expenditures	\$ 15,286,712	\$ 16,566,732	\$ 18,769,002	\$ 19,611,596
Funded Positions	111	117	119	114

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.

	FY18	FY19	FY20	FY21
	Actual	Actual	Adopted	Adopted
<i>Revenue by Type:</i>				
Recording Fees	\$ 2,134,607	\$ 2,168,715	\$ 2,145,500	\$ 2,511,000
Interest Earnings	26,141	66,948	66,000	49,500
Total Revenue	\$ 2,160,748	\$ 2,235,663	\$ 2,211,500	\$ 2,560,500
<i>Expenditures:</i>				
Court Technology Projects - Operating	\$ 28,060	\$ 61,512	\$ 375,000	\$ 439,775
Court Technology Projects - Capital	-	-	-	200,000
Civil Court Technology - IT	1,515,494	1,588,161	1,809,634	1,975,772
Total Expenditures	\$ 1,543,553	\$ 1,649,673	\$ 2,184,634	\$ 2,615,547
Net Revenues over Expenditures	\$ 617,194	\$ 585,990	\$ 26,866	\$ (55,047)
Beginning Fund Balance	\$ 2,007,602	\$ 2,624,796	\$ 3,059,500	\$ 3,905,770
Reserve for Future Projects	\$ 2,624,796	\$ 3,210,787	\$ 3,086,366	\$ 3,850,723

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.

	FY18 <u>Actual</u>	FY19 <u>Actual</u>	FY20 <u>Adopted</u>	FY21 <u>Adopted</u>
<u>Revenue by Type:</u>				
Recording Fees	\$ 709,826	\$ 824,280	\$ 800,000	\$ 989,400
Interest Earnings	34,420	76,248	75,000	48,500
Total Revenue	\$ 744,245	\$ 900,527	\$ 875,000	\$ 1,037,900
<u>Expenditures:</u>				
Technology Projects - Operating	\$ 574,211	\$ 714,291	\$ 425,000	\$ 1,450,846
Technology Projects - Capital	100,439	68,916	-	260,958
Total Expenditures	\$ 674,650	\$ 783,207	\$ 425,000	\$ 1,711,804
Net Revenues over Expenditures	\$ 69,595	\$ 117,320	\$ 450,000	\$ (673,904)
Beginning Fund Balance	\$ 3,211,294	\$ 3,280,889	\$ 3,311,850	\$ 3,467,538
Reserve for Future Projects	\$ 3,280,889	\$ 3,398,209	\$ 3,761,850	\$ 2,793,634

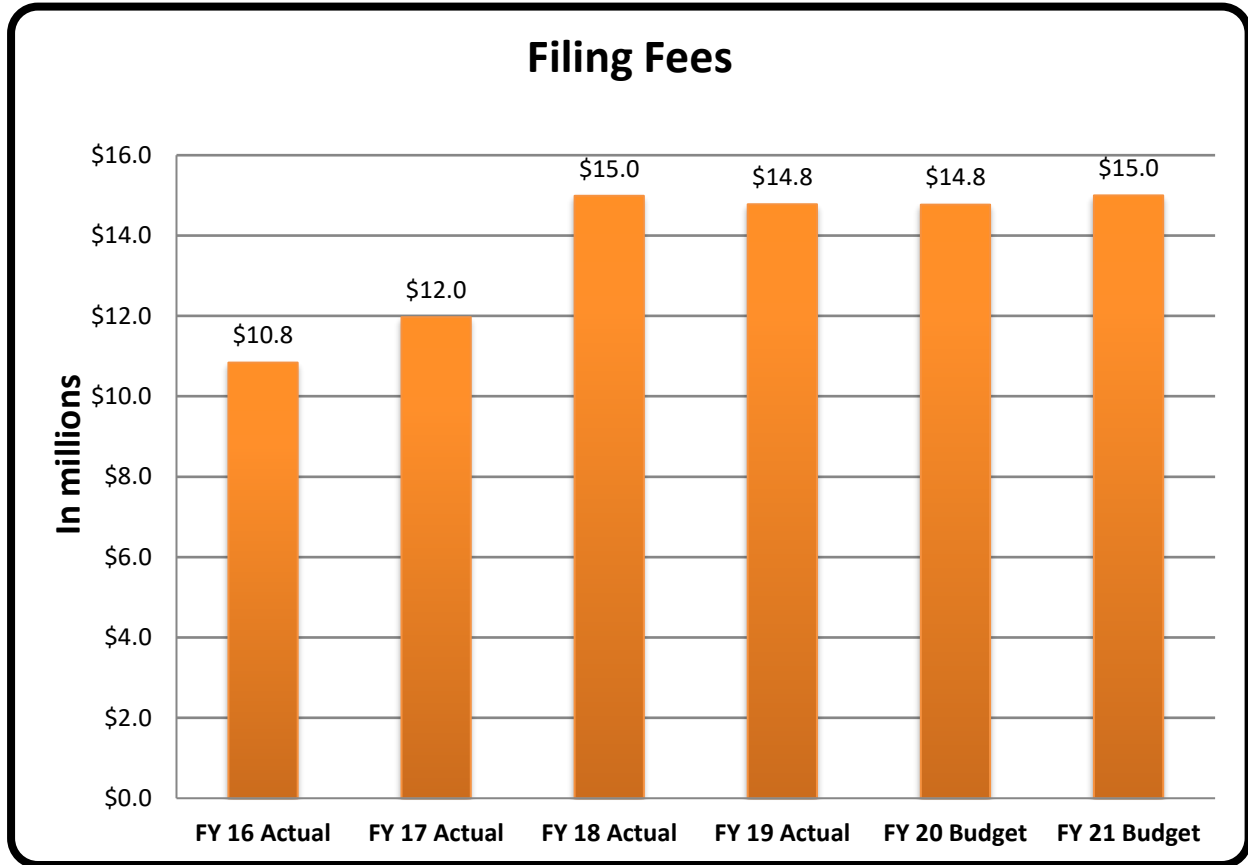
FORECLOSURE PUBLIC EDUCATION TRUST FUND

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.

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Revenue by Type:</u>				
Judicial Sales	\$ 6,080	\$ 6,686	\$ 7,000	\$ 4,600
Interest Earnings	234	544	600	300
Total Revenue	\$ 6,314	\$ 7,230	\$ 7,600	\$ 4,900
<u>Expenditures:</u>				
Public Education Materials	\$ 1,262	\$ -	\$ -	\$ -
Property Fraud Alert System	5,700	5,700	6,000	6,000
Total Expenditures	\$ 6,962	\$ 5,700	\$ 6,000	\$ 6,000
Net Revenues over Expenditures	\$ (647)	\$ 1,530	\$ 1,600	\$ (1,100)
Beginning Fund Balance	\$ 25,354	\$ 24,707	\$ 26,400	\$ 24,500
Reserve for Future Projects	\$ 24,707	\$ 26,237	\$ 28,000	\$ 23,400

COURT RELATED REVENUES



Revenue Base

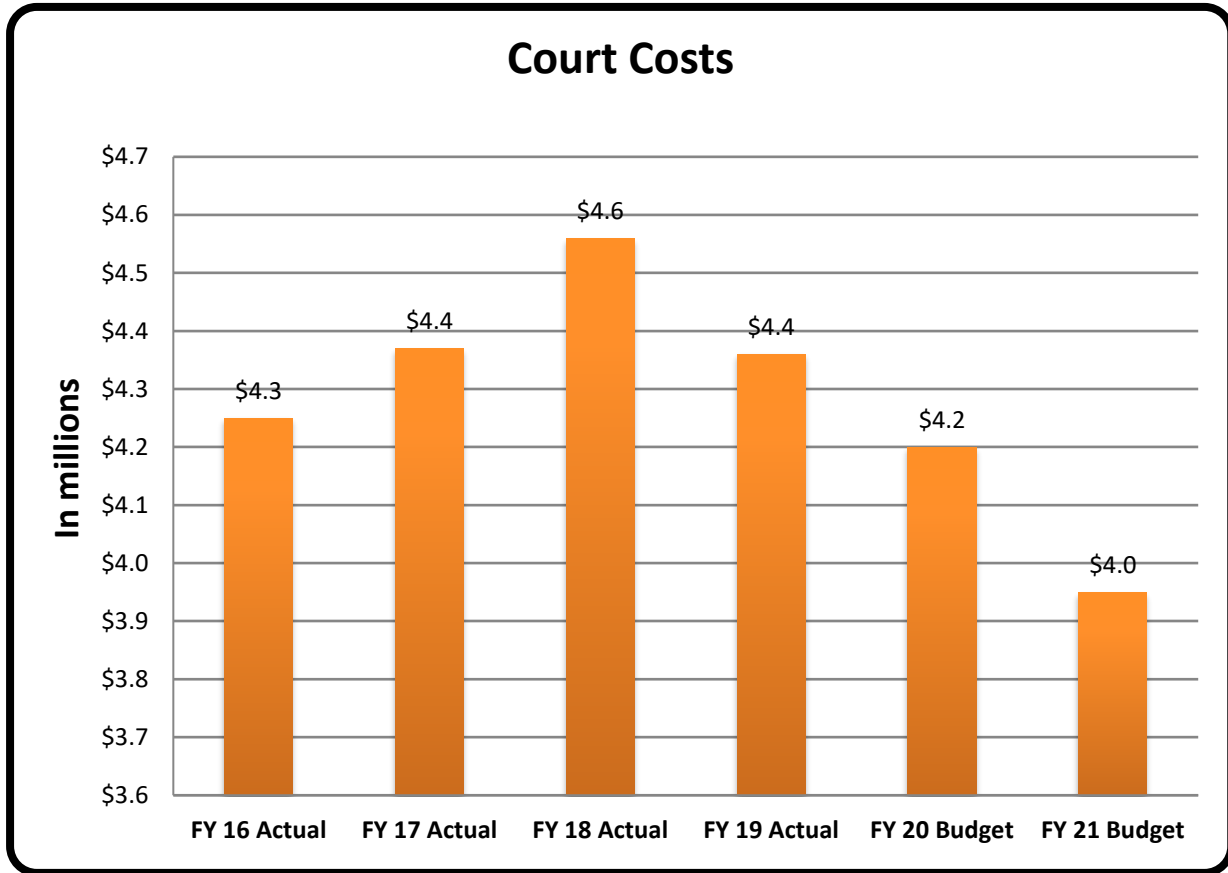
Civil Filing Fees are authorized under Chapters 28.241 (Circuit), 28.2401 (Probate) and 34.041 (County). Generally, the portion of the fee retained for Clerk operations is \$195 per case in Circuit Court. Probate Filing Fees will vary depending on the nature and size of the estate. A summary administration 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 \$30,000.

Revenue Estimates

Civil filing fee revenues increased 10% in FY 17 and 25% in FY 18. The FY 18 increase was driven by a significant increase in assignment of benefits disputes arising between auto insurance companies and windshield replacement businesses. This trend continued throughout FY 19, resulting in FY 19 revenues exceeding estimates.

FY 20 and FY 21 estimates were based on actual filing fee revenues in FY 18 and FY 19.

COURT RELATED REVENUES



Revenue Base

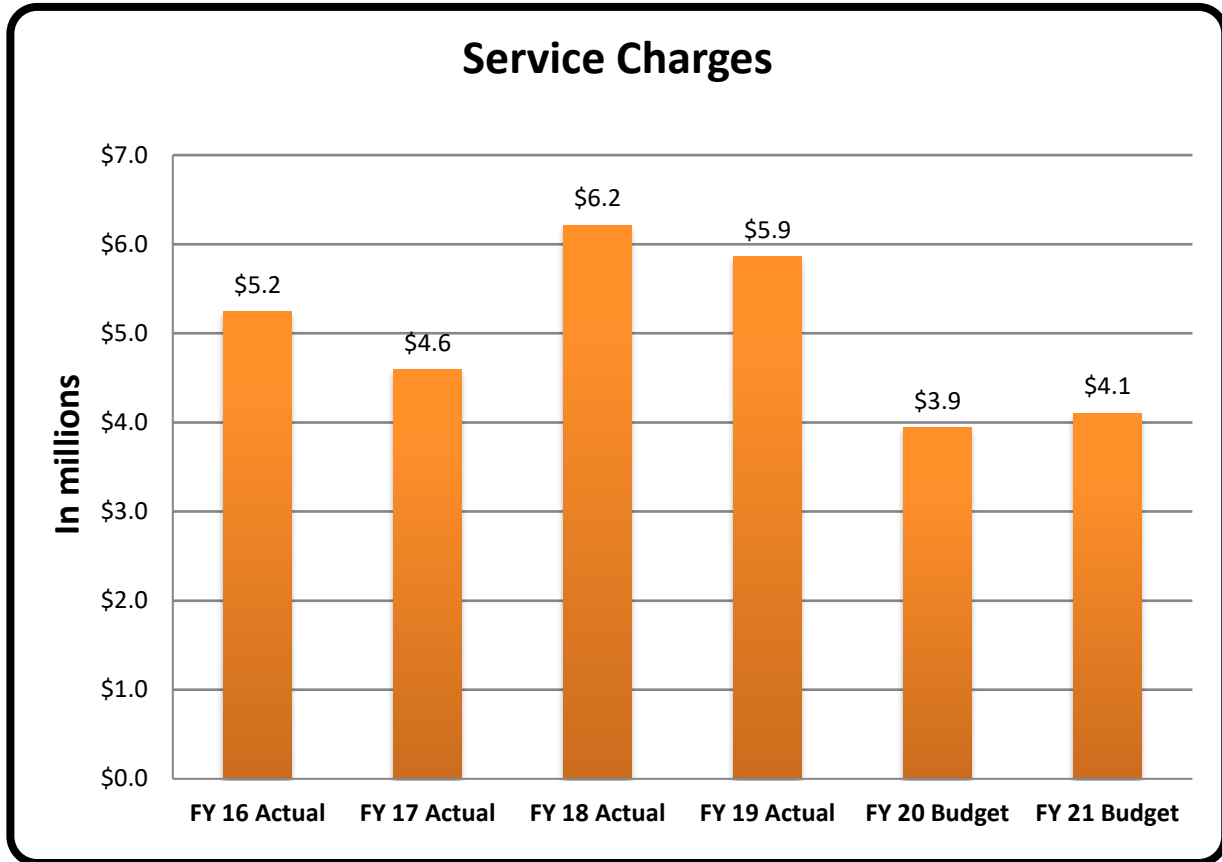
Seventy-two percent (72%) of Court Cost revenue comes from Civil Traffic cases. The Civil Traffic Court Costs are mandated under under Chapter 318.18(11), Florida Statutes. The amount of the fee is \$30.00 for a moving violation, \$16.00 for a non-moving violation and \$3.00 for a pedestrian infraction. The remaining court costs come from the Criminal Court areas are mandated under 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 from Criminal Traffic comprises 13% of this revenue, Felony cases make up 10% and Misdemeanor cases are 6% of this revenue source. Since 85% of Court Cost revenue is generated from Traffic cases, this source is heavily dependent on the number of citations written and collected.

Revenue Estimates

Revenue from Court Costs increased 3% in FY 17 and another 4% in FY 18. During FY 18, the Clerk began retaining some civil traffic court costs formerly remitted to the state Department of Revenue under Chapter 2008-111. This accounted for about \$450,000 of the FY 18 revenue.

During FY 19, the Florida Legislature revised Chapter 2008-111 and redirected this revenue source back to the Department of Revenue effective July 1. Accordingly, the FY 20 and FY 21 estimates exclude that source of revenue. FY 21 estimates also factor in a significant decline in traffic citations issued during the last half of FY 20 due to COVID-19.

COURT RELATED REVENUES



Revenue Base

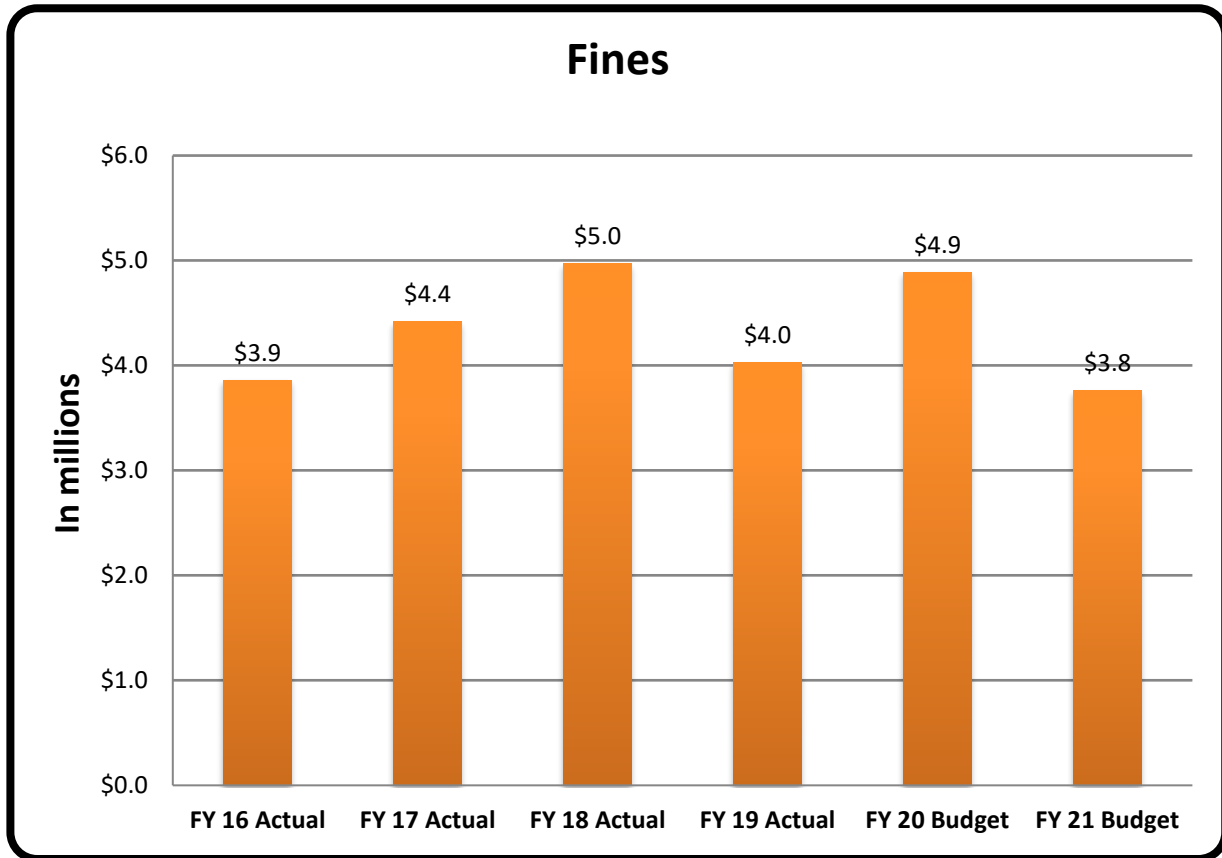
Court-Related service charges are found in various Florida Statutes. They include copying charges, court registry fees, certifying fees, appeal preparation fees, foreclosure processing fees, drivers license reinstatement fees, collection fees, fees for sealing court files or expunging records, family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

Revenue Estimates

This revenue source has become erratic and difficult to predict. Revenue collected during FY 17 declined 12% from FY 16 for unknown reasons, a trend that was repeated at Clerk's Offices across the state.

During FY 18, the Clerk began retaining some service charges formerly remitted to the state Department of Revenue under Chapter 2008-111. This explains the 32% increase between FY 18 and FY 17. During FY 19, the Florida Legislature revised Chapter 2008-111 and redirected these revenue sources back to the Department of Revenue effective July 1. Therefore, the FY 20 and FY 21 estimates exclude those sources of revenue.

COURT RELATED REVENUES



Revenue Base

Most of the Civil Traffic Fines are mandated 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.

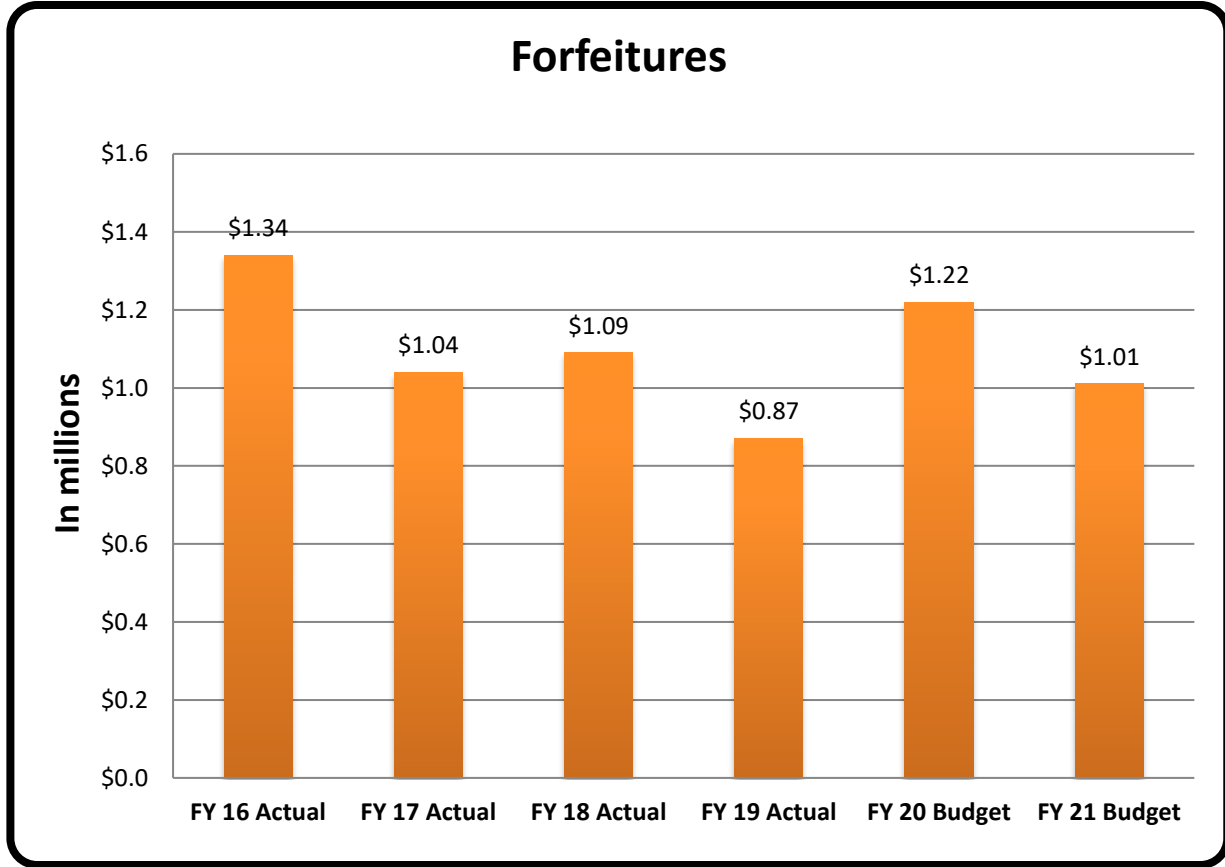
Revenue Estimates

The Florida Legislature passed Senate Bill (SB) 2506 in June 2017, which redirected fine revenues previously recorded in the Public Records Court Operations Trust fund to the Court Operations Special Revenue Fund. Revenue during FY 17 increased by \$500,000, fueled primarily by the passage of SB2506. This also impacted FY 18 revenues, which increased by \$550,000 from FY 17 collections.

Fine revenue decreased by \$1 million, or 19%, during FY 19 driven primarily by a 33% decrease in fines collected on Criminal Traffic Cases. Fine revenue on all court cases decreased during FY 19 but criminal traffic cases comprised 82% of this \$1 million shortfall.

The estimates for FY 21 factored in a significant decrease in traffic citations issued during the last half of FY 20 due to COVID-19.

COURT RELATED REVENUES



Revenue Base

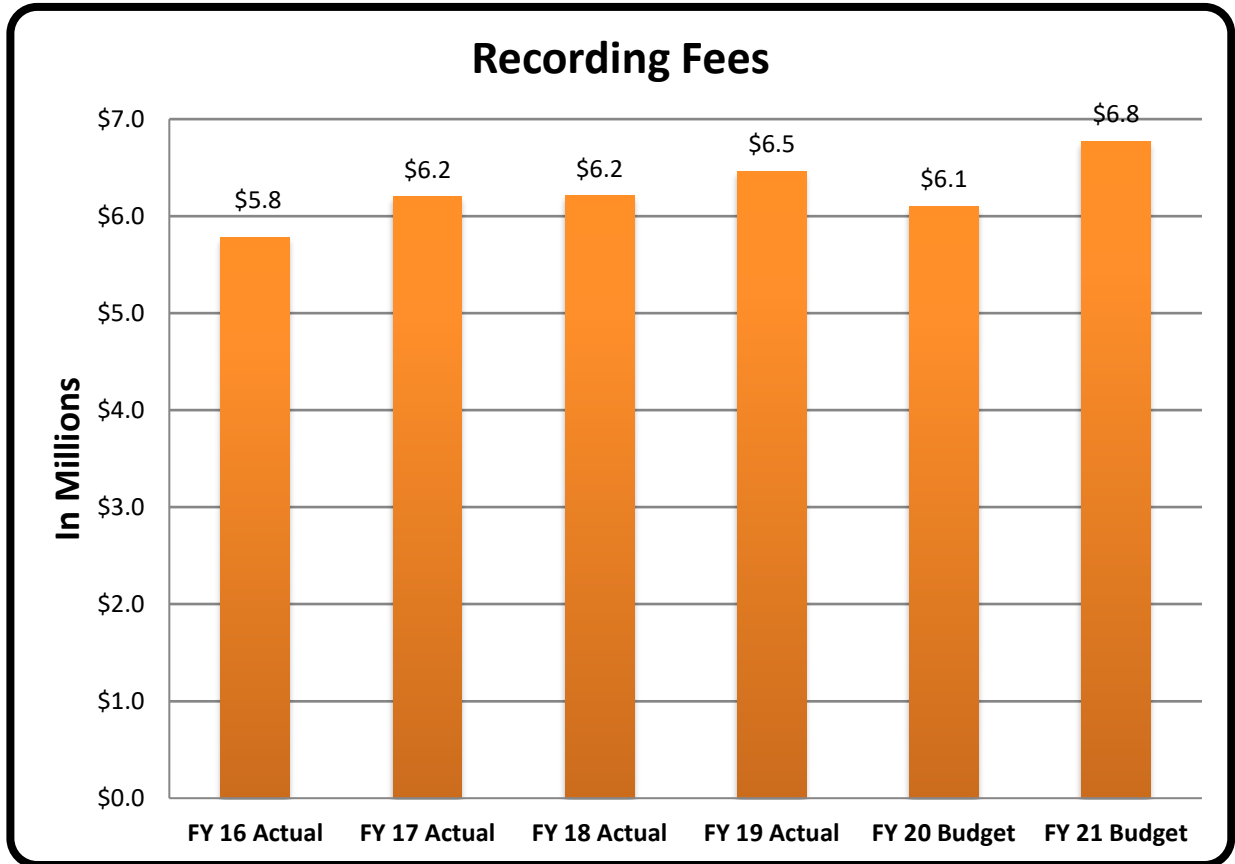
Chapter 903.26, Florida Statutes directs that forfeited bail bonds become revenues of the Clerk. If there is a breach of the bond and it is not "cured" within 60 days, the bond is considered forfeited. Unclaimed funds, mainly small cash bonds, are also included in this category in accordance with Chapter 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 most recent 3 to 4 years.

Forfeiture revenue in FY 19 was uncharacteristically low, but follows the pattern of decreased criminal case revenue noted in other revenue sources on previous pages. FY 21 revenue estimates are based on the most recent 4 years actual average.

GENERAL GOVERNMENT REVENUES



Revenue Base

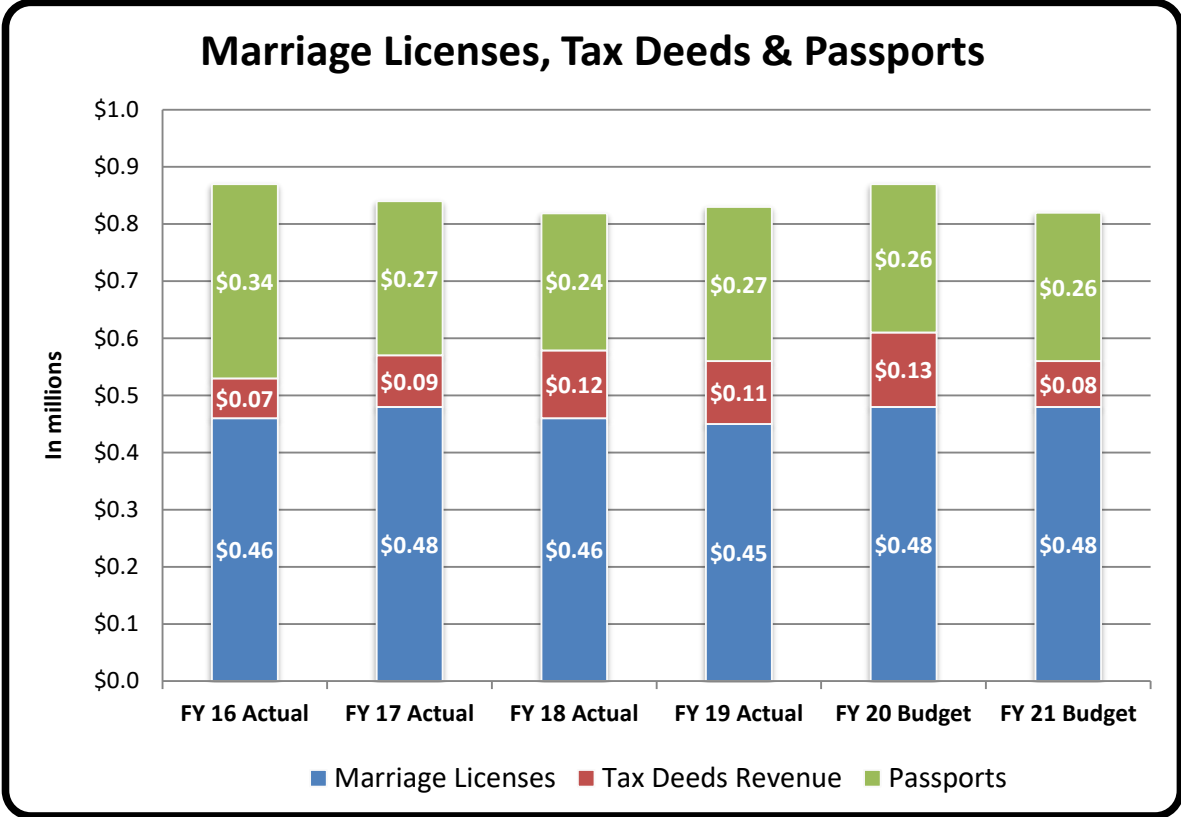
Recording Charges are those fees authorized under Chapter 28.24 for recording documents in the Official Records of Hillsborough County. The vast majority of these documents are related to real estate transactions. The charges for recording plats and any other instrument larger than 14 inches by 8 1/2 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 16 and FY 20. Revenue increased 7% between FY16 and FY17 while FY 18 equaled the amount collected in FY 17. FY 19 revenue exceeded budgeted estimates and that information factored into estimates for FY 20. Actual revenues during FY 20 surpassed estimates so FY 21 revenue was projected assuming the real estate market will continue to be strong in our County. We estimate that the volume of documents recorded and home sale prices will exceed FY 19 and FY 20 levels.

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.

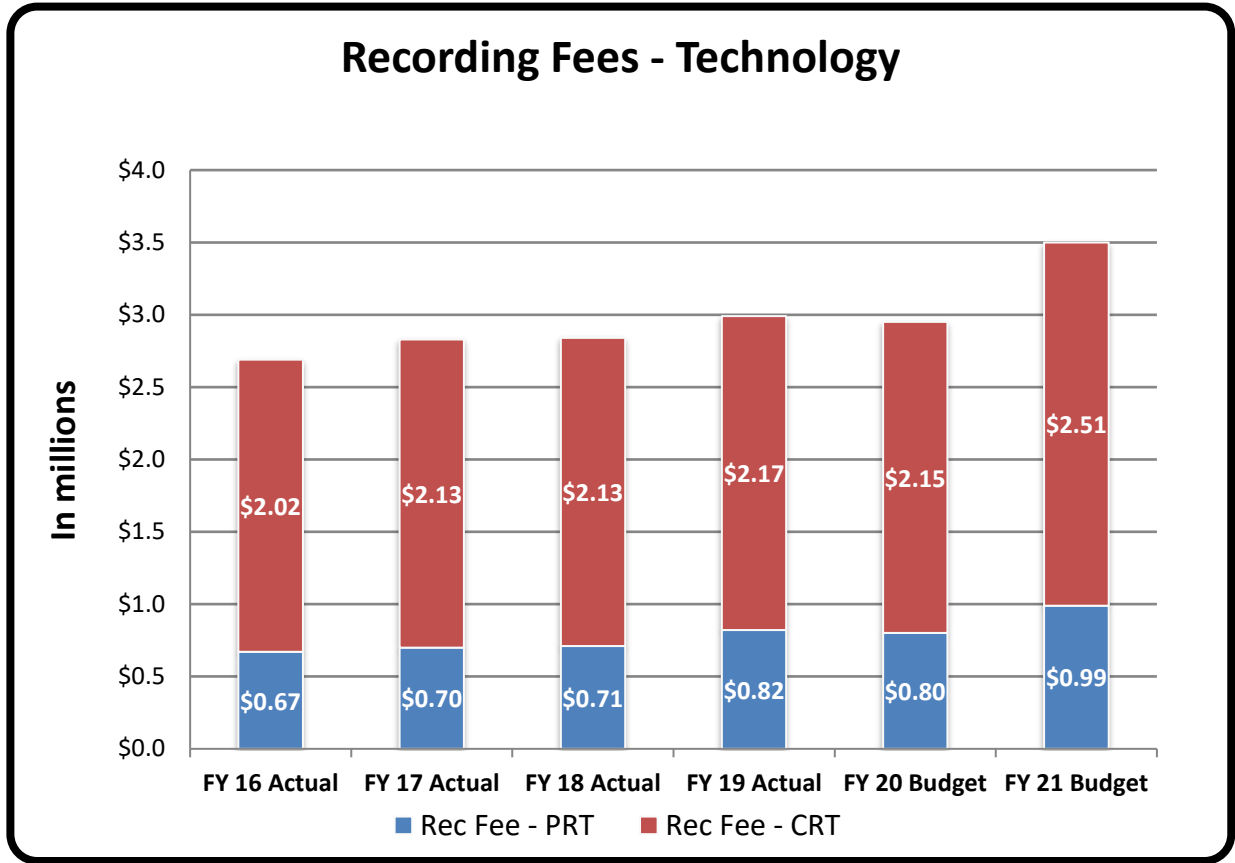
Revenue Estimates

Marriage License fee revenue was steady between FY 16 and FY 19. The number of applications and number of ceremonies performed varies only slightly from year-to-year. FY 20 estimates were based on expectations that this revenue stream will remain about the same as FY 17 to FY19. However, during the COVID-19 pandemic in 2020, we stopped performing ceremonies effective mid-March and this had an adverse impact on FY 20 actual revenues. During the budget preparation for FY 21, it was unknown when we will resume marriage ceremonies but revenues were estimated with the assumption that demand will be consistent with prior years.

Tax Deed revenue can fluctuate greatly from year-to-year. FY 18 revenue increased 32% from FY 17 while FY 19 revenue essentially matched FY 18. FY 20 estimates expected revenue to increase 10% from FY18; however, COVID-19 halted Tax Deeds activity for the last half of the year. FY 21 revenues were projected with the assumption that there will be a lag in sales as Tax Deed activity is slowly resumed.

Passport revenues generally seem to follow the economy, trending upward as the economy improves though there are some exception years. FY 17 revenue declined by 20% for unknown reasons. FY 18 revenue declined another 11% while FY 19 increased 13%. FY 20 estimates expected an 8% increase from FY 18, due to a strong economy but COVID-19 shut down passport applications for the last half of the year. During the budget preparation for FY 21, it was unknown when the US government would resume accepting passport applications again but revenues were estimated with the assumption that demand will be consistent with FY 20 before the shutdown.

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 16 and FY 20.

FY 21 revenue was projected based on actual revenues collected in FY 19 and FY 20.

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 2021. 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. This includes 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.

Some of the major technology projects included in the FY 2021 Adopted Budget are discussed on the following pages.

Oracle Governance, Risk and Compliance (GRC) Suite – Oracle GRC Suite is a set of products that regulate and monitor activity in Oracle E-Business Suite (EBS) to help the organization manage our risk, governance and compliance objectives. This software was purchased and implemented in phases over several fiscal years. To date, Access Controls Governor, Configuration Controls Governor and Transaction Control Governor modules have been implemented. Access Controls Governor enforces segregation of duties in Oracle EBS. Configuration Controls Governor monitors setup data in the Oracle EBS application and tracks changes to setup or configuration. Transaction Control Governor documents and enforces business controls, enabling our organization to

CAPITAL BUDGET

demonstrate regulatory compliance and to promote operational efficiency. Hillsborough County government is upgrading the Oracle software to a cloud-based product in FY 2021, which will require us to upgrade the GRC software to work with the cloud product. We budgeted \$151,500 in the **Public Records Modernization Trust Fund** for this project.

Call Center Enhancements – The Clerk’s Office Call Center received 363,000 calls during FY 2019 and accepted more than 45,000 payments by phone. This equates to 17,000 calls handled and 3,000 payments accepted per FTE working in the phone center. It’s common to have more than 100 lines in use at any one time.

Since FY 2017, the Clerk’s Office has been investing in an IVR solution to improve call handling efficiencies and effectiveness and to provide an improved customer experience to callers. To date we have provided additional self-service functionality, where callers can set court dates and make payments without speaking to an agent, enabled & developed the use of “natural language” interactions and implemented SMS texting capabilities to provide callers with text responses to their questions. During FY 2019 we expanded the texting capabilities, implemented a call back feature where callers can keep their place in queue without staying on hold, adjusted and fine-tuned existing menus and features and implement Natural Language (NLU) Interactions (NLU). In FY 2021, we budgeted \$500,000 in the **Public Records Modernization Trust Fund** to continue expanding services and functionality offered through IVR.

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 Call 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.

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 2021 budget includes \$186,000 in the **Public Records Modernization Trust Fund** to continue to remediate vulnerabilities in our network and applications.

Kronos system & Oracle ERP system upgrade - Kronos time clocks and software are used for our Time and Attendance tracking. It is integrated with the financial system, Oracle E-Business Suites (EBS). Hillsborough County government is upgrading the Oracle software to a cloud-based product in FY 2021, which will require us to upgrade the Kronos software to work with the cloud product. We

CAPITAL BUDGET

budgeted \$123,520 in the **Public Records Modernization Trust Fund** for this project. We budgeted an additional \$250,000 in this fund for expert consulting services to help guide us through this multi-phase, multi-module software upgrade of the Oracle ERP system.

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 2021 budget includes \$115,000 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**.

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 are at the end of their support life 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 eleven years old. In FY 2021, we budgeted \$275,000 in the **Court Technology Trust Fund** to replace the jury system, with either a new in-house developed software or a commercial software that meets our jury management needs.

Microfilm conversion - The Clerk currently has nearly 36,000 rolls of microfilm stored at Iron Mountain. To enhance business continuity and customer service, we plan to hire one or more businesses to begin digitizing these images to electronic media that will be available on the Clerk's network. We budgeted \$250,000 in the Court Technology Trust Fund to pay for the digitization. This is likely to be a multi-year project.

CAPITAL BUDGET - TECHNOLOGY PROJECTS

Below is a schedule of the equipment and technology projects that were completed in FY18 or FY19 or are planned for FY20 or FY21.

	<u>FY 18 Actual</u>	<u>FY 19 Actual</u>	<u>FY 20 Adopted</u>	<u>FY 21 Adopted</u>
<u>Board Funding Projects</u>				
Equipment Maintenance	16,764	105,732	-	-
Call Center Enhancements	23,690	-	-	-
Computer Software Agreements	235,490	67,086	-	-
Computer & Network Equipment	436,099	1,123,020	-	-
Replace End-of-Life Equipment	558,455	192,585	-	-
Replace Mail Services Folder/Inserter	142,619	-	-	-
Network Security Enhancements	150,566	-	-	-
Replace Official Records System	11,700	-	-	-
Intranet & Website Enhancements	70,000	-	-	-
Professional consulting services	-	88,223	-	-
Building maintenance & furniture costs	-	46,520	-	-
Cash Recyclers & Currency Counters	-	143,941	-	-
Vehicle Replacement for IT dept	-	31,858	-	-
Total	\$ 1,645,383	\$ 1,798,965	\$ -	\$ -

Public Records Modernization TF

Oracle GRC Suite	28,490	205,800	96,000	151,500
Call Center Enhancements	485,570	369,052	294,000	500,000
Infrastructure Equipment Replacement	131,090	55,688	-	271,784
IT Security & Vulnerabilities Enhancements	29,500	117,780	35,000	186,000
Software licenses	-	10,866	-	-
Digital Signage	-	24,021	-	-
Kronos system upgrade	-	-	-	123,520
IT Professional Services	-	-	-	110,000
OnBase Solution Expansion	-	-	-	97,500
Oracle Upgrade Consulting	-	-	-	250,000
New Equipment Purchases	-	-	-	21,500
Total	\$ 674,650	\$ 783,207	\$ 425,000	\$ 1,711,804

Court Technology Trust Fund

Court System Expansion	\$ 28,060	\$ 61,512	\$ 375,000	\$ 114,775
New Jury system	\$ -	\$ -	\$ -	\$ 275,000
Microfilm Conversion	-	-	-	250,000
Total	\$ 28,060	\$ 61,512	\$ 375,000	\$ 639,775

	<u>FY 18 Actual</u>	<u>FY 19 Actual</u>	<u>FY 20 Adopted</u>	<u>FY 21 Adopted</u>
<u>Total By Funding Source</u>				
Public Records Modernization TF	\$ 674,650	\$ 783,207	\$ 425,000	\$ 1,711,804
Court Technology Trust Fund	28,060	61,512	375,000	639,775
Board Funding	1,645,383	1,798,965	-	-
Total	\$ 2,348,093	\$ 2,643,684	\$ 800,000	\$ 2,351,579

COMPENSATION STRUCTURE

Salary Schedules

The Employee Pay Plan for FY 2021 is below.

<u>Pay Grade</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Sample Job Titles</u>
101	\$ 31,200	\$ 49,920	Accounting Technician, Court Support Specialist I
102	\$ 32,760	\$ 52,416	Court Support Specialist II, Payroll Specialist
103	\$ 34,403	\$ 55,037	Court Support Specialist III, Customer Service Specialist I
104	\$ 36,109	\$ 57,782	Court Support Specialist IV, Records Specialist IV
105	\$ 37,918	\$ 60,674	Courtroom Specialist II, Customer Service Specialist II
106	\$ 39,811	\$ 63,710	Lead Property Control Specialist, Sr Accounting Technician
107	\$ 41,808	\$ 66,893	Courtroom Specialist III, Customer Service Specialist III
108	\$ 43,909	\$ 70,242	Accountant, Board Recording Secretary, HR Analyst
109	\$ 46,093	\$ 73,757	Courtroom Specialist IV, Customer Service Specialist IV
110	\$ 48,859	\$ 80,621	Internal Auditor, Lead Accountant, Senior Payroll Specialist
111	\$ 51,792	\$ 85,467	Functional Support Analyst, Senior Accountant, Supervisor
112	\$ 54,912	\$ 90,584	Security Administrator
113	\$ 58,198	\$ 96,034	Accounting Manager, Court Business Analyst I, Manager
114	\$ 61,693	\$ 101,795	Court Business Analyst II, Senior Internal Auditor
115	\$ 65,395	\$ 107,980	Functional Support Analyst III, Technical Specialist II
116	\$ 69,306	\$ 114,358	Audit Manager
117	\$ 73,466	\$ 121,222	Senior Accounting Manager, Technical Specialist III
118	\$ 77,875	\$ 128,502	IT Manager, Project Manager, Technical Specialist IV
119	\$ 82,555	\$ 136,219	Attorney, Director
122	\$ 100,194	\$ 170,310	Senior Director
123	\$ 107,203	\$ 182,229	Chief Deputy, Chief Operating Officer, Chief Information Officer
124	\$ 114,712	\$ 195,000	Chief Executive Officer, Chief Financial Officer

COMPENSATION STRUCTURE

The largest compensation expense besides salary is the state retirement contribution and medical insurance.

Florida Retirement System

Since the Clerk 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, the 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), and **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% of their salary to the system. Below is a comparison of Employer Contribution Rates from FY 2018 through FY 2021.

<u>FRS Class</u>	<u>FY 2018 Rate</u>	<u>FY 2019 Rate</u>	<u>FY 2020 Rate</u>	<u>FY 2021 Rate</u>
Regular	7.92%	8.26%	8.47%	10.00%
DROP	13.26%	14.03%	14.60%	16.98%
Senior Management	22.71%	24.06%	25.41%	27.29%
Elected Official	45.50%	48.71%	48.82%	49.18%

Employee Group Health Insurance

The Clerk participates in Hillsborough County's employee group health insurance plan. Until FY 2019, 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 varied based on selection.

In FY 2019, the County reduced the number of plans offered to two: **traditional plan** (low deductible) and **modern plan** (high deductible). There are four tiers for each plan: Employee Only, Employee Plus Children, Employee Plus Spouse, and Employee Plus Family. The Clerk's cost is now based on which tier and which plan the employee selects.

The Clerk's cost has increased significantly each year since 2017. Between 2018 and 2021, the employer portion of insurance increased **18%** for single coverage, **25%** for employee plus children, **41%** for employee plus spouse and **\$24%** for family coverage. The annual employer rates from FY 2018 through FY 2021 are shown below.

<u>Tier (family size)</u>	<u>FY 2018 Rate</u>	<u>FY 2019 Rate</u>	<u>FY 2020 Rate</u>	<u>FY 2021 Rate</u>
Employee Only	\$6,708	\$ 6,588 - \$ 6,768	\$ 7,032 - \$ 7,188	\$ 7,716 - \$ 7,884
Employee Plus Children	\$13,416	\$14,148 - \$14,196	\$15,072 - \$15,300	\$16,524 - \$16,776
Employee Plus Spouse	\$13,416	\$15,816 - \$15,948	\$16,836 - \$17,292	\$18,456 - \$18,960
Employee Plus Family	\$20,124	\$19,788 - \$20,964	\$21,324 - \$22,740	\$23,376 - \$24,936

COMPENSATION STRUCTURE

Total Benefit Package

Positions are either Classified or Unclassified. Unclassified positions are considered professional and are overtime exempt. Employees in areas such as Information Technology, Human Resources, Accounting, Finance, Management, Audit, Legal Counsel, Senior Management, and Executive Management are unclassified.

For FY 21, we have 164 unclassified positions (24%) and 515 classified positions (76%).

The benefit package offered to employees in FY 2021 is shown below.

<u>Benefit description</u>	<u>Cost</u>
Cafeteria Benefits	\$2,520 annual cost for classified and unclassified employees
Cafeteria Unclassified	an additional 0.75% of salary on unclassified employees
Deferred Compensation	1% of salary on classified employees; 1.5% of salary on unclassified employees
Classified Life Insurance	\$36 annual cost for \$20,000 life insurance plan for classified employees
Unclassified Life Insurance	0.34% of salary for life insurance on unclassified employees
Florida Retirement System	10%-49.18% of salary depending on employee's retirement class
Medical Insurance	rates vary based on plan selection and family size as shown on previous page
OPEB expense	\$300 annual cost for all positions electing medical insurance coverage
Disability insurance	0.89% of salary for classified and unclassified employees

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 serving as 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. Full performance measures for all departments can be found in the department pages in the back of this book.

	<u>FY 2018 Actual</u>	<u>FY 2019 Actual</u>	<u>FY 2020 Estimate</u>	<u>FY 2021 Estimate</u>
<u>Clerk to BOCC/Comptroller</u>				
Number of Invoices	178,760	194,250	194,250	194,250
Number of Paychecks	153,133	158,539	156,211	157,773
VAB Petitions filed	2,381	2,638	2,800	2,800
BOCC Agenda Items	4,523	4,596	4,600	4,600
<u>County Recorder</u>				
Documents Recorded	514,176	550,271	537,000	536,000
Marriage Licenses Issued	10,548	10,193	11,000	11,500
Passport Applications Processed	7,181	7,062	7,200	7,200
<u>Clerk of the Court</u>				
New Civil Cases	95,182	95,279	100,043	105,046
New Criminal & Civil Traffic Cases	201,134	202,946	204,975	207,025
New Probate & Mental Health Cases	12,590	13,063	13,716	14,402
Jurors Summoned	88,914	84,174	88,383	92,802
Closed Cases Reopened	66,766	62,708	64,962	67,121
Notices Of Appeal Filed	1,218	1,227	1,277	1,310
Courts Customers Served in person	256,023	272,317	288,620	301,436
Number of Phone Calls	478,552	362,509	344,384	327,164
Number of Payments taken by phone	45,449	45,355	58,286	81,970



BOARD FUNDED DEPARTMENTS



CLERK OF COURT/COMPTROLLER, HILLSBOROUGH COUNTY

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 18	Actual FY 19	Projected FY 20	Projected FY 21
<i>Workload/Demand:</i>					
# petitions filed	1,16	2,381	2,638	2,800	2,800
# of properties reflected on petitions	1,16	2,690	2,736	3,000	3,000
# of hearings scheduled 1st time	2,16	2,469	2,322	2,500	2,500
# of hearings rescheduled	2,4,5,16	112	555	300	300
# of hearings held	3-8, 11,14,16	1,162	831	900	900

(continued)

VALUE ADJUSTMENT BOARD

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
<i>Efficiency:</i>					
# of petitions filed per FTE	1	794	880	1000	1000
# of properties reflected on petitions FTE	1	897	912	1100	1100
# of petitions scheduled per FTE	2	823	774	1000	1000
# of hearings rescheduled per FTE	2	38	185	200	200
# of hearings held per FTE	3	388	277	400	400
# of hearing rooms scheduled per week	2-6	2	2	2	2
 <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%	100%	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	May	May	June	June
month in which VAB final meeting to approve magistrate recommendations and certify tax rolls is scheduled	10	May	May	June	June
% 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

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Type of Expenditure</u>				
Personal Services	\$ 237,042	\$ 231,233	\$ 317,240	\$ 290,535
Operating Expenditures	237,473	187,846	334,060	333,900
Information Technology Allocation	50,724	53,484	62,229	64,652
Total	\$ 525,238	\$ 472,564	\$ 713,529	\$ 689,087

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Funding Source</u>				
Board Funding	\$ 525,238	\$ 472,564	\$ 713,529	\$ 689,087
Total	\$ 525,238	\$ 472,564	\$ 713,529	\$ 689,087

<u>Positions</u>				
Board Funding	5	5	5	4
Total	5	5	5	4

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.

One position was transferred to Board Records in the FY 2021 budget.

The FY 2020 and FY 2021 budgets reflect continuation funding.

COUNTY AUDIT

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

The County Audit Department provides audits, investigations and advisory services for all Clerk and BoCC departments relative to fiscal and operational controls, compliance, contract management/monitoring, information technology, fraud investigation, and fraud/risk/control awareness training.

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. Auditing Standards require the chief audit executive to be independent of management and report to a level within the organization that allows the internal audit activity to fulfill its responsibilities. With direct report to the Clerk of the Circuit Court, 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 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.
5. Maintain Red Book and Yellow Book compliance for audit engagements and processes.

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
<i>Workload/Demand:</i>					
# of audit, special project, management assistance and investigation reports issued	1,3	32	26	27	27
# of training sessions offered	2	12	7	6	6
<i>Efficiency:</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 FY budgeted hours scheduled.	1, 2,3	78%	73%	80%	80%
% of follow-up activities performed within 60 days of the client's implementation of its correction action plan.	4	94%	100%	100%	100%
<i>Effectiveness:</i>					
# of audit, special project, and investigation reports issued per FTE	1,3	3.7	2.9	3.0	3.0
# of in-house training sessions offered/presented per FTE	2	1.4	0.8	0.5	0.5

COUNTY AUDIT

<u>Type of Expenditure</u>	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
Personal Services	\$ 769,452	\$ 828,142	\$ 886,202	\$ 939,444
Operating Expenditures	33,612	32,335	42,650	48,650
Capital Equipment	-	-	-	-
Total	\$ 803,064	\$ 860,477	\$ 928,852	\$ 988,094

<u>Funding Source</u>	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
Board Funding	\$ 803,064	\$ 860,477	\$ 928,852	\$ 988,094
Total	\$ 803,064	\$ 860,477	\$ 928,852	\$ 988,094

<u>Positions</u>	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
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 2020 and FY 2021 budgets reflect continuation funding.

PAYROLL

MISSION: Provide payroll services for the Clerk of the Circuit Court, the BOCC, the County Administration, EPC, County Attorney's Office, Court Administration, Planning Commission, 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 18	Actual FY 19	Projected FY 20	Projected FY 21
Workload/Demand:					
# of checks issued	1	153,133	158,539	156,211	157,773
# of employees per pay cycle	1,2	5,888	5,894	6,006	6,066
# of deductions payments reconciled	3	1,220	1,326	1,220	1,340
Efficiency:					
# of payroll checks per FTE (average)	1	19,142	19,817	19,526	19,722
# of payroll deduction payments made per FTE	3	153	166	153	167
# of back-up documents scanned and indexed within each	4	350	350	350	350
Effectiveness:					
% of payments for deductions made with two days of the pay day	3	100%	99%	100%	100%
% of rewritten checks to generate checks (combined)	1	0.08%	0.11%	0.08%	0.08%
Clerk	1	0.08%	0.26%	0.08%	0.08%
BOCC	1	0.08%	0.09%	0.08%	0.08%
% of documents scanned and indexed with 2 week cycle	4	90%	99%	100%	100%
% of insurance deductions reconciled by the 5th of following	2,3	100%	99%	100%	100%
% of time bank reconciliation done by end of month	2	100%	99%	100%	100%
% of time G/L subsidiaries balanced each 2 weeks	2	99%	99%	100%	100%
% of time G/L interfaces balanced and reconciled by pay day	1,2	99%	99%	100%	100%

PAYROLL

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Type of Expenditure</u>				
Personal Services	\$ 763,926	\$ 724,153	\$ 826,877	\$ 810,368
Operating Expenditures	12,592	17,283	24,150	21,950
Capital Equipment	-	-	-	-
Total	\$ 776,518	\$ 741,435	\$ 851,027	\$ 832,318

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Funding Source</u>				
Board Funding	\$ 776,518	\$ 741,435	\$ 851,027	\$ 832,318
Total	\$ 776,518	\$ 741,435	\$ 851,027	\$ 832,318

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Positions</u>				
Board Funding	10	10	10	9
Total	10	10	10	9

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

One position was transferred to County Finance in the FY 2021 budget.

The FY 2020 and FY 2021 budgets reflect continuation funding.

COUNTY FINANCE

MISSION: Perform financial functions supporting the Clerk of Court and Comptroller'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), Federal and State Single Audits, Water 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 reports are prepared using governmental accounting standards 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, County 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 return on investment.
6. Monitor financial aspects of grants.
7. Timely review and processing of all Board of County Commissioners accounting transaction documents including revenues and expenditures. Initiate all debt service principal and interest payments in a timely manner.
8. Reconcile ledger balances within 30 days of month-end to maintain integrity of accounting entries, systems and 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.
11. Research, compile, and submit financial information to ensure 100% compliance with municipal securities market disclosure requirements.
12. Monitor and maintain internal controls over County assets, financial records and financial transactions (e.g. Oracle, OnBase and other financial systems).

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
Treasury:					
Workload/Demand:					
market value of BOCC portfolio (beginning of year - in millions)	5	\$1,924	\$2,413	\$2,463	\$2,463
# of new securities transactions processed	5	82	122	122	122
Efficiency:					
# of transactions per FTE	5	82	122	122	122
Effectiveness:					
safe, liquid and diversified investment portfolio	5	Yes	Yes	Yes	Yes

(continued)

COUNTY FINANCE

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
Financial Reporting:					
Workload/Demand:					
# of major annual financial reports produced - countywide	1	3	3	3	3
# of federal and state grant programs or projects monitored	6	172	161	163	163
# of audited financial reports prepared - enterprise fund	1	2	2	2	2
total enterprise fund annual debt service (in millions)	1	\$ 28	\$ 27	\$ 27	\$ 41
# of bond issues outstanding - enterprise fund	1	7	7	7	8
value of outstanding bonds (in millions) - enterprise fund	1	\$ 488	\$ 476	\$ 476	\$ 776
total enterprise fund assets (in millions)	1	\$ 2,247	\$ 2,316	\$ 2,316	\$ 2,616
total enterprise funds liabilities (in millions)	1	\$ 680	\$ 666	\$ 666	\$ 666
 Efficiency:					
net grant expenditures monitored per FTE (in millions)	6	\$64	\$75	\$75	\$75
 Effectiveness:					
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
Federal and State 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

(continued)

COUNTY FINANCE

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
Bond Disclosure and Compliance:					
<i>Workload/Demand:</i>					
# of bond issues outstanding	10	20	20	22	22
value of bonds outstanding (in millions)	10	\$ 1,013	\$ 1,106	\$ 1,016	\$ 1,316
value of commercial paper outstanding (in millions)	10	\$ 28	\$ 38	\$ 40	\$ 40
total debt service payments (in millions)	10	\$ 247	\$ 152	\$ 157	\$ 168
# of debt service payments	10	67	68	68	70
# of escrowed bond issues outstanding	10	2	2	2	2
# of arbitrage rebate reports prepared	10	20	20	20	22
# of new and refunding bonds issued	10	1	2	1	2
# of commercial paper notes, new issues & rollovers	10	53	62	65	65
# of bond covenant tests prepared	10	20	20	20	22
<i>Efficiency:</i>					
# of FTEs	10	1	1	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	55	64	67	67
rating agency reviews and updates	9	28	25	25	27
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	1	1	1	1
bond issuance costs as a % of par amount issued (Goal: <2%)	9	.04%	.05	1%	1%
# 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%
County general bond rating at end of fiscal year	9	AA+	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 18	Actual FY 19	Projected FY 20	Projected FY 21
Management Support:					
Workload/Demand:					
# of BOCC budget amendment agenda items received	4	160	152	160	160
# of line items adjusted via budget amendment	4	unknown	1,191	1200	1200
\$ amount of adopted budget reviewed (in millions)	4	\$ 4,936	\$ 5,502	\$ 6,665	\$ 6,429
\$ amount of budget amendments reviewed (in millions)	4	\$ 457	\$ 535	\$ 535	\$ 535
total value of all County assets controlled excluding infrastructure (in millions)	3	\$ 1,129.00	\$ 1,098.00	\$ 1,119.96	\$ 1,142.36
capital acquisitions recorded in the asset records during the fiscal year (in millions)	3	\$ 276.00	\$ 252.00	\$ 260.00	\$ 270.00
completed CIP projects transferred to depreciable assets (in millions)	3	\$ 156.00	\$ 179.00	\$ 180.00	\$ 190.00
capital asset disposals (in millions)	3	\$ 32.00	\$ 38.00	\$ 38.00	\$ 38.00
total taggable capital assets inventoried annually (in millions)	3	\$ 297.00	\$ 297.00	\$ 300.00	\$ 300.00
Efficiency:					
total assets recorded, disposed, reconciled (in millions) per FTE	3	\$ 308.00	\$ 563.00	\$ 563.00	\$ 563.00
total assets inventoried (in millions) per FTE	3	\$ 148.00	\$ 149.00	\$ 150.00	\$ 150.00
Effectiveness:					
% of approved budget amendment line items entered timely in financial system	4	95%	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%
% of taggable capital assets inventoried annually	3	100%	100%	100%	100%

(continued)

COUNTY FINANCE

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
Payables					
Workload/Demand:					
total # of invoices processed	7	178,760	194,250	194,250	194,250
electronic invoice packets	7	117,430	208,933	215,201	221,657
paper invoice packets (scanned)	7	88,820	7,600	7,828	8,063
p-card invoices (included in total # of invoices)	7	37,770	38,280	38,900	38,900
utility invoices (included in total # of invoices)	7	49,780	49,090	49,090	49,090
# of invoices/county agencies (included in total # of invoices)	7	8,590	10,110	10,110	10,110
\$ amount of all invoices, new (in millions)	7	\$ 2,089	\$ 2,069	\$ 2,069	\$ 2,069
\$ amount of Non-P-card invoices, new (in millions)	7	\$ 2,068	\$ 2,048	\$ 2,048	\$ 2,048
\$ amount of P-Card invoices, new (in millions)	7	\$ 21	\$ 21	\$ 21	\$ 21
# of account corrections (included in total # of invoices)	7	2,510	2,510	2,510	2,510
# of journal entries	7	475	640	640	640
total # of disbursements	7	42,086	44,337	40,960	40,960
checks	7	27,530	27,902	26,220	26,220
ACH/direct deposit	7	14,040	15,621	14,740	14,740
electronic funds transfers (EFTs)	7	480	776	799	823
e-payables	7	36	38	36	36
# of direct deposit applications processed	7	320	283	320	320
# of financial reports/schedules prepared	7	21	21	21	21
# of special handling payment requests processed	7	430	307	430	430
# of other checks (payroll, poll workers, revenue) distributed	7	3,527	3,265	3,500	2,204
# of county agencies served	7	12	12	12	12
Efficiency:					
# of FTEs	7	24	24	24	24
# of invoices processed per FTE	7	7,450	8,090	8,090	8,090
personnel cost per invoice	7	\$ 7.87	\$ 7.97	\$ 8.21	\$ 8.46
Effectiveness:					
% 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 18	Actual FY 19	Projected FY 20	Projected FY 21
Receivables					
<i>Workload/Demand:</i>					
# of cash collection sites monitored (includes county agencies)	7	123	96	96	96
# of documents processed (includes county agencies)	7	20,081	20,542	20,953	21,372
# of receipts issued	7	12,035	12,827	13,212	13,608
# of financial documents prepared (total)	8	1,441	2,864	3,580	4,475
financial reports/schedules	8	228	245	262	281
reconciliation reports (bank, AR & escrow)	8	1,085	2,567	3,080	3,696
returned items processed (checks/credit cards)	8	362	365	368	371
AR invoices	8	128	125	125	125
# of payment requests audited/prepared	8	438	469	497	527
# of cash collection sites monitored - county agencies	7	9	9	8	8
# of documents processed - county agencies	7	1,566	1,681	1,765	1,853
 <i>Efficiency:</i>					
# of documents processed per FTE	7	5,020	5,136	5,238	5,343
personnel costs per document	7	\$ 16.11	\$ 14.10	\$ 14.17	\$ 14.24
funds receipted (in millions)	7	\$ 2,690	\$ 2,678	\$ 2,665	\$ 2,651
personnel costs per receipt issued	7	\$ 3.36	\$ 2.82	\$ 2.81	\$ 2.80
# of financial documents prepared per FTE	8	480	955	1,193	1,492
personnel costs per financial document prepared	8	\$ 168.36	\$ 75.86	\$ 62.20	\$ 51.01
personnel costs per payment request audited/prepared per FTE	8	\$ 46.16	\$ 38.60	\$ 37.33	\$ 36.09
# of recon errors/irregularities identified/corrected	8	3,896	2,806	2,778	2,750
 <i>Effectiveness:</i>					
% of documents audited and posted within 2 business days	7	91%	90%	95%	95%
% of financial documents completed within 30 days of period end	8	90%	90%	95%	95%
% of escrow payments audited/prepared within 2 days	8	90%	90%	95%	95%
% of AR invoices processed within 2 days	8	98%	98%	98%	98%

COUNTY FINANCE

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Type of Expenditure</u>				
Personal Services	\$ 4,160,067	\$ 4,340,166	\$ 4,787,557	\$ 5,106,194
Operating Expenditures	295,283	299,776	725,202	398,910
Capital Equipment	10,404	-	-	-
Total	\$ 4,465,755	\$ 4,639,942	\$ 5,512,759	\$ 5,505,104

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Funding Source</u>				
Board Funding	\$ 4,465,755	\$ 4,639,942	\$ 5,512,759	\$ 5,505,104
Total	\$ 4,465,755	\$ 4,639,942	\$ 5,512,759	\$ 5,505,104

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Positions</u>				
Board Funding	55	55	55	56
Total	55	55	55	56

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

The FY 2020 and FY 2021 budgets reflect increased funding in operating expenditures due to the required audit of the new Transportation Surtax in Hillsborough County.

One position was transferred in from the Payroll department in the FY 2021 budget.

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. Sell monthly bus passes to County employees and make bi-weekly bank deposits.

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
Record Keeping for BOCC					
<i>Workload/Demand:</i>					
# of agenda items processed	1	4,523	4,596	4,600	4,600
# of meetings attended	1	216	226	225	225
# of BOCC meetings attended	1	59	63	65	65
# of hours in meetings	1	389	495	500	500
<i>Efficiency:</i>					
# of agenda items per FTE	1	1,869	1,927	2,000	2,000
# of meetings attendee per FTE	1	54	56	65	65
<i>Effectiveness:</i>					
% of agenda items processed within 10 days of receipts	1	100%	90%	100%	100%
% of minutes produced within 21 days	1	90%	83%	85%	85%
% of BOCC minutes produced within 21 days	1	90%	86%	90%	90%
Zoning Process					
<i>Workload/Demand:</i>					
# of applications processed	2	475	465	550	550
# of yearly meetings	2	25	26	35	35
# of party of record notification letter mail-outs	2	1,947	1,004	1,020	1,020
# of oral argument request received	2	288	223	250	250
<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 18	Actual FY 19	Projected FY 20	Projected FY 21
Effectiveness:					
% 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%
BOCC Research					
Workload/Demand:					
# of research requests	1	144	176	190	190
# of copies	1	708	245	500	500
# of copy request provided in electronic format	1	1	3	4	4
# of e-mails/faxes (per page)	1	140	99	150	150
Effectiveness:					
% of requests processed within 48 hours	1	100%	100%	100%	100%
Bus Pass Sales					
Workload/Demand:					
# of passes sold	3	1347	1169	1200	1200
# of deposits made	3	61	55	75	75

BOARD RECORDS

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Type of Expenditure</u>				
Personal Services	\$ 356,950	\$ 348,613	\$ 397,239	\$ 505,421
Operating Expenditures	14,481	8,991	17,475	15,275
Capital Equipment	-	-	-	-
Total	\$ 371,431	\$ 357,604	\$ 414,714	\$ 520,696

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Funding Source</u>				
Board Funding	\$ 371,431	\$ 357,604	\$ 414,714	\$ 520,696
Total	\$ 371,431	\$ 357,604	\$ 414,714	\$ 520,696

<u>Positions</u>				
Board Funding	6	6	6	7
Total	6	6	6	7

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

One position was transferred in from the Value Adjustment Board in the FY 2021 budget.

The FY 2020 and FY 2021 budgets reflect continuation funding.

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 18	Actual FY 19	Projected FY 20	Projected FY 21
<i>Workload/Demand:</i>					
Board of County Commissioners Support:					
# of Regular Board Meetings	1	20	21	21	21
# of Work Shop Meetings	1	7	17	25	20
# of BOCC Master Calendars Prepared/Published	1	52	52	52	52
# of Incoming Mail Items	1	8,556	8,133	8,100	8,100
# of Chairman's Correspondence/Letters	1	20	15	15	15
Boards and Councils:					
# of Boards, Councils, and Commissions	2	49	51	48	48
# of Positions on all Boards, Councils, and Commissions	2	560	596	547	547
# of Applications Processed for Vacancies	2	357	408	350	350
# of Press Releases for Openings	2	9	11	7	7
Coordinate of Financial Disclosure Reporting:					
# of individuals with Financial Disclosure Requirements	3	242	220	220	220

BOARD SERVICES

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Type of Expenditure</u>				
Personal Services	\$ 568,716	\$ 643,482	\$ 611,095	\$ 649,805
Operating Expenditures	3,697	4,078	3,205	3,205
Capital Equipment	-	-	-	-
Total	\$ 572,413	\$ 647,560	\$ 614,300	\$ 653,010

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Funding Source</u>				
Board Funding	\$ 572,413	\$ 647,560	\$ 614,300	\$ 653,010
Total	\$ 572,413	\$ 647,560	\$ 614,300	\$ 653,010

<u>Positions</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 2020 and FY 2021 budgets reflect continuation funding.



SATELLITE LOCATIONS



CLERK OF COURT/COMPTROLLER, HILLSBOROUGH COUNTY

PLANT CITY COURTHOUSE

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 18	Actual FY 19	Projected FY 20	Projected FY 21
Workload/Demand:					
# of marriage License issued	1, 2	836	883	927	974
# of Marriage Ceremonies performed	1, 2	209	237	249	261
# of Documents recorded	1, 2	15,464	16,164	16,972	17,821
# of Passports Issued	1, 2	956	885	929	976
# of customers served in Courts	1, 3, 5	32,408	34,976	36,725	38,561
# of Customers served in Official Records	1, 5	6,965	7,283	7,647	8,030
Efficiency:					
# of Marriage License issued per FTE	1, 2	418	442	464	487
# of Marriage Ceremonies performed per FTE	1, 2	105	119	125	131
# of Documents recorded per FTE	1, 2	7,732	8,082	8,486	8,911
# of Passports Issued per FTE	1, 2	478	443	465	488
# of customers served in Courts per FTE	1, 3, 5	2,161	2,332	2,448	2,571
# of Customers served in Official Records per FTE	1, 5	3,483	3,642	3,824	4,015
Effectiveness:					
% of customers waiting 15 minutes or less Courts	1, 3, 5	100%	100%	100%	100%
% of customers waiting 15 minutes or less Official Records	1, 5	100%	100%	100%	100%

PLANT CITY COURTHOUSE

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Type of Expenditure</u>				
Personal Services	\$ 1,195,785	\$ 1,300,835	\$ 1,319,537	\$ 1,410,616
Operating Expenditures	19,931	14,136	36,272	38,711
Capital Equipment	-	-	-	-
Total	\$ 1,215,716	\$ 1,314,971	\$ 1,355,809	\$ 1,449,327

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Funding Source</u>				
Board Funding	\$ 4,893	\$ 4,460	\$ 13,683	\$ 11,530
Court Fees Funding	1,049,921	1,134,733	1,164,667	1,290,066
General Government	160,902	175,777	177,459	147,731
Total	\$ 1,215,716	\$ 1,314,971	\$ 1,355,809	\$ 1,449,327

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Positions</u>				
Court Fees Funding	19	18	18	18
General Government Funding	2	2	2	2
Total	21	20	20	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.

One Court Fees funded position was transferred to Civil Court Processing in the FY 2019 budget. The FY 2020 and FY 2021 budgets reflect continuation funding.

SATELLITE LOCATIONS

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 18	Actual FY 19	Projected FY 20	Projected FY 21
Brandon					
Workload/Demand:					
# of customers served at front counter in Courts	1	29,670	26,692	30,350	30,696
# of customers served at front counter in Official Records	1	21,900	20,455	22,402	22,658
# of Marriage License issued	1	2,730	2,372	2,491	2,615
# of Marriage Ceremonies performed	1	899	922	968	1,017
# of Documents recorded	1	87,062	87,765	89,058	90,074
# of Passports Issued	1	2,597	2,225	2,336	2,453
Efficiency:					
# of customers served at front counter in Courts per FTE	1	5,934	5,338	6,070	6,139
# of customer served at front counter in Official Records per FTE	1	5,475	5,114	5,601	5,664
# of Marriage License issued per FTE	1	683	593	623	654
# of Marriage Ceremonies performed per FTE	1	225	231	242	254
# of Documents recorded per FTE	1	21,766	21,941	22,265	22,518
# of Passports Issued per FTE	1	649	556	584	613
Effectiveness:					
% of customers waiting 15 minutes or less	1	100%	100%	100%	100%

(continued)

SATELLITE LOCATIONS

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Projected FY 19	Projected FY 20	Planned FY 21
Southshore					
Workload/Demand:					
# of customers served at front counter in Courts	1	11,213	10,578	11,470	11,601
# of customers served at front counter in Official Records	1	8,323	8,411	8,514	8,611
# of Marriage License issued	1	645	621	652	685
# of Marriage Ceremonies performed	1	224	353	371	389
# of Documents recorded	1	12,329	12,475	12,612	12,755
# of Passports Issued	1	1,487	1,341	1,408	1,478
Efficiency:					
# of customers served at front counter in Courts per FTE	1	5,607	5,289	5,735	5,800
# of customer served at front counter in Official Records per FTE	1	8,323	8,411	4,257	4,305
# of Marriage License issued per FTE	1	645	621	652	685
# of Marriage Ceremonies performed per FTE	1	224	353	371	389
# of Documents recorded per FTE	1	12,329	12,475	12,612	12,755
# of Passports Issued per FTE	1	1,487	1,341	1,408	1,478
Effectiveness:					
% of customers waiting 15 minutes or less	1	100%	100%	100%	100%

SATELLITE LOCATIONS

<u>Type of Expenditure</u>	<u>FY18 Actual</u>	<u>FY19 Actual</u>	<u>FY20 Adopted</u>	<u>FY21 Adopted</u>
Personal Services	\$ 958,046	\$ 972,152	\$ 953,648	\$ 1,110,001
Operating Expenditures	32,360	40,697	51,224	58,191
Capital Equipment	-	-	-	-
Total	\$ 990,407	\$ 1,012,849	\$ 1,004,872	\$ 1,168,192

<u>Funding Source</u>	<u>FY18 Actual</u>	<u>FY19 Actual</u>	<u>FY20 Adopted</u>	<u>FY21 Adopted</u>
Board Funding	\$ 8,496	\$ 7,853	\$ 11,544	\$ 10,843
Court Fees Funding	469,978	468,376	476,719	533,925
General Government	511,933	536,620	516,609	623,424
Total	\$ 990,407	\$ 1,012,849	\$ 1,004,872	\$ 1,168,192

Positions

Court Fees Funding	7	7	7	7
General Government Funding	7	7	7	8
Total	14	14	14	15

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.

One General Government position was transferred in from Official Records in the FY 2021 budget.

The FY 2020 and FY 2021 budgets reflect continuation funding.



GENERAL GOVERNMENT DEPARTMENTS



CLERK OF COURT/COMPTROLLER, HILLSBOROUGH COUNTY

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 18	Actual FY 19	Projected FY 20	Projected FY 21
Workload/Demand:					
# of marriage license issued	2	10,548	10,193	11,000	11,500
# of passport applications processed	3	7,181	7,062	7,200	7,200
\$ amount of records library service charges	4	\$254,478	\$259,008	\$260,000	\$260,000
# of total documents recorded	1	514,176	550,271	537,000	536,000
# of documents e-recorded	1	370,835	411,414	400,000	400,000
# of documents recorded in person or by mail	1	143,341	138,857	137,000	136,000
Efficiency:					
# of marriage licenses issued per FTE	2	555	536	550	600
# of passports applications processed per FTE	3	377	371	400	500
# of documents recorded per FTE	1	27,062	28,961	29,000	29,000
Effectiveness:					
% 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	3	100%	100%	100%	100%
% of documents recorded with 3 days	1	69%	65%	70%	75%

OFFICIAL RECORDS

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Type of Expenditure</u>				
Personal Services	\$ 2,158,410	\$ 2,189,203	\$ 2,425,564	\$ 2,565,369
Operating Expenditures	64,791	46,589	136,690	129,150
Capital Equipment	-	-	-	39,500
Total	\$ 2,223,201	\$ 2,235,793	\$ 2,562,254	\$ 2,734,019

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Funding Source</u>				
Board Funding	\$ 780	\$ (1,080)	\$ 8,600	\$ 7,000
General Government	2,222,421	2,236,873	2,553,654	2,727,019
Total	\$ 2,223,201	\$ 2,235,793	\$ 2,562,254	\$ 2,734,019

<u>Positions</u>				
General Government Funding	39	39	38	37
Total	39	39	38	37

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.

One position was transferred to the Tax Deeds department in the FY 2020 budget. One position was transferred to the Satellite Locations in the FY 2021 budget,

The FY 2020 and FY 2021 budgets reflect continuation funding.

TAX DEEDS

MISSION: The mission of Tax Dees 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 Chater 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
4. Report and remit funds to the State of Florida, Department of Financial Services as unclaimed in accordance with F.S. 717.113, 717.117, and 717.119.

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
<i>Workload/Demand:</i>					
Tax Certificate files processed	1	841	1,082	1,000	1,000
Sales of Property	2	208	238	300	300
Excess Proceeds	3	110	196	200	200
Unclaimed Funds	4	222	201	250	250
<i>Efficiency:</i>					
Tax Certificate files per FTE	1	280	360	375	375
Sales of property per FTE	2	64	79	80	80
Excess Proceeds per FTE	3	110	196	200	200
Unclaimed Funds per FTE	4	78	201	200	200
<i>Effectiveness:</i>					
% of Tax Certificate files processed within 1 year of Property Information Order Date	1	100%	100%	100%	100%
% of sales held by scheduled auction date	2	100%	100%	100%	100%
Excess Proceeds Resolved	3	53%	50%	65%	65%
Unclaimed Funds Resolved	4	32%	51%	65%	70%

TAX DEEDS

<u>Type of Expenditure</u>	<u>FY18 Actual</u>	<u>FY19 Actual</u>	<u>FY20 Adopted</u>	<u>FY21 Adopted</u>
Personal Services	\$ 471,155	\$ 490,518	\$ 581,882	\$ 610,327
Operating Expenditures	5,527	39,354	9,650	8,300
Capital Equipment	-	-	-	3,800
Total	\$ 476,683	\$ 529,872	\$ 591,532	\$ 622,427

<u>Funding Source</u>	<u>FY18 Actual</u>	<u>FY19 Actual</u>	<u>FY20 Adopted</u>	<u>FY21 Adopted</u>
General Government	\$ 476,683	\$ 529,872	\$ 591,532	\$ 622,427
Total	\$ 476,683	\$ 529,872	\$ 591,532	\$ 622,427

<u>Positions</u>	<u>FY18 Actual</u>	<u>FY19 Actual</u>	<u>FY20 Adopted</u>	<u>FY21 Adopted</u>
General Government Funding	6	6	7	7
Total	6	6	7	7

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

One position was transferred in from the Official Records department in the FY 2020 budget.

The FY 2021 budget reflects continuation funding.

IMAGING

MISSION: Provide high-quality imaged court records to the public, judiciary, and governmental agencies.

KEY OBJECTIVES:

1. Comply with the Florida Statutes, Rules of Procedure, and Administrative Orders in regards to Electronic Records that are filed with or maintained by the Clerk of Court.
2. Provide On Demand Imaging (ODI) scanning services making images readily available for customers, thus reducing the number of court files physically transported front the Records Center.
3. Provide full case imaging service for requested criminal court files, which allows the paper file to be destroyed; with the exception for open cases that contains blue ink documents, thus reducing the number of paper files stored.
4. 100% of court pleadings (ODI) requested within 1 business day.
5. Ensure 100% quality images.

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
<i>Workload/Demand:</i>					
# of case files imaged - On Demand Imaging	1,2,5	7,546	7,695	7,847	7,847
# of pleadings imaged - On Demand Imaging	1,2,4,5	26,600	24,076	24,100	24,100
# of case files imaged - Full Case Imaging	1,3,5,	0	3,548	7,096	7,096
# of pleadings imaged - Full Case Imaging	1,3,5	0	74,302	148,604	148,604
<i>Efficiency:</i>					
# of cases imaged by per FTE - On Demand Imaging	1,2,4,5	3,773	3,848	3,924	3,924
# of pleadings imaged by per FTE - On Demand Imaging	1,2,4,5	13,300	12,038	12,050	12,050
# of cases imaged by per FTE - Full Case Imaging	1,3,4,5	0	1,183	1,183	1,183
# of pleadings imaged by per FTE - Full Case Imaging	1,3,4,5	0	24,767	24,767	24,767
<i>Effectiveness:</i>					
Percentage % of scan images completed within 1 business day	4,5	100%	100%	100%	100%

IMAGING

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Type of Expenditure</u>				
Personal Services	\$ 250,902	\$ 287,068	\$ 270,540	\$ 290,365
Operating Expenditures	5,579	1,559	7,350	6,400
Capital Equipment	-	-	-	-
Total	\$ 256,481	\$ 288,627	\$ 277,890	\$ 296,765

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Funding Source</u>				
Board Funding	\$ 1,347	\$ 263	\$ 2,150	\$ 1,200
General Government	255,134	288,364	275,740	295,565
Total	\$ 256,481	\$ 288,627	\$ 277,890	\$ 296,765

<u>Positions</u>				
General Government	5	5	5	5
Total	5	5	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.

The FY 2020 and FY 2021 budgets reflect continuation funding.



ALLOCATED DEPARTMENTS



CLERK OF COURT/COMPTROLLER, HILLSBOROUGH COUNTY

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, Human Capital 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.
6. Manage Clerk contracts and Clerk Authorization Request Form process.
7. Coordinate facility management and resolution of facility issues and projects.
8. Provide liaison services to employees regarding complaints and/or concerns.

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
<i>Workload/Demand:</i>					
# of Policies Issued for Acknowledgement	3	38	45	25	55
# of Strategic Plan Initiatives by Status (Totals as of FTE)					
Concept (needs to go to Governance)	1	3	-	-	-
Planning/Active (on Governance Portfolio)	1	90	75	70	70
Initiate (inventory of proposals not ready for Governance)	1	54	43	40	40
Hold	1	33	18	10	10
Completed	1	62	47	40	40
Total		242	183	160	160

CONTRACTS:

# of New Contracts Administered	6	41	31	50	50
# of Renewal Contracts Administered	6	57	59	60	60
# of Clerk Authorization Forms (CARFs)	6	314	286	300	300

LEGAL:

Litigation Cases Pending in all Courts & Agencies	2	248	173	273	287
Litigation Bond Motions Reviewed & Answered	2	832	961	916	961
Legislation - Filed Bills Reviewed & Analyzed	2	3,196	3,494	2,937	3,084

(continued)

CLERK'S ADMINISTRATION

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
<u>COMMUNICATIONS</u> (estimates based on partial data):					
# of Total Facebook Page Likes	4,5	14,906	15,586	26,000	26,000
Facebook Reach (# of people reached)	4,5	66,859	123,310	67,000	67,000
Facebook Video Views	4,5	20,527	11,590	27,000	27,000
Facebook Page Views	4,5	14,041	24,125	16,000	16,000
 <u>FACILITIES:</u>					
Sq. Ft. of Space Occupied by Clerk Employees	7	181,456	181,456	181,456	181,456
# of Facilities Work Order Requests	7	698	512	432	432
 <u>EMPLOYEE LIAISON:</u>					
# of Investigations Undertaken	8	8	6	11	12
# of Formal Complaints	8	1	2	2	2

CLERK'S ADMINISTRATION

<u>Type of Expenditure</u>	<u>FY18 Actual</u>	<u>FY19 Actual</u>	<u>FY20 Adopted</u>	<u>FY21 Adopted</u>
Personal Services	\$ 1,100,530	\$ 1,329,048	\$ 1,416,399	\$ 1,197,860
Operating Expenditures	463,974	186,014	247,986	285,586
Capital Equipment	20,670	-	-	-
Total	\$ 1,585,175	\$ 1,515,062	\$ 1,664,385	\$ 1,483,446

<u>Funding Source</u>	<u>FY18 Actual</u>	<u>FY19 Actual</u>	<u>FY20 Adopted</u>	<u>FY21 Adopted</u>
Allocated Departments	\$ 1,290,070	\$ 1,356,201	\$ 1,451,138	\$ 1,226,115
Board Funding	121,858	58,035	70,701	68,301
General Government	173,247	100,826	142,546	189,030
Total	\$ 1,585,175	\$ 1,515,062	\$ 1,664,385	\$ 1,483,446

Positions

General Government	1	1	1	1
Allocated Departments	9	9	8	6
Total	10	10	9	7

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 transferred to Purchasing (50%) and Mail Services (50%) in the FY 2020 budget. Two Allocated positions were temporarily unfunded in the FY 2021 budget.

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 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/orientation services and associated activities and processes in a timely manner.
6. Administer, track and monitor leaves of absence; conduct leave planning meetings; conduct FMLA training as needed.
7. Administer workers' compensation claims within the agency and coordinate 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. Coordinate disciplinary proceedings and associated actions; oversee internal investigations..
12. Coordinate requests regarding the Department of Economic Opportunity and EEOC and participate in associated hearings.
13. Administer, monitor and process employee appraisals for the organization.
14. Administer requests for accommodations under the ADA.
15. Provide weekly Key Performance Indicators to Policy Group to provide accurate information for decision-making.
16. Track attendance infractions and monitor notifications of noncompliance.

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
<i>Workload/Demand:</i>					
Onboarding Meetings	5, 11	45	23	26	26
Recruitments	2	106	116	100	100
Pre-disciplinary hearings administered	12	9	8	20	20

(continued)

HUMAN RESOURCES

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
Background screenings	2	177	197	250	250
Employee separations processed	1,12	75	69	100	100
Retirement/DROP briefings/sessions	1, 9	75	15	50	50
Leaves of absence administered	6	399	345	450	450
Workers Comp Cases administered	7	13	25	25	25
Applications Reviewed	2	10,634	5,767	10,000	10,000
ADA Accommodation Requests	16	14	4	20	20
Current/Active retiree personnel files maintained	3	777	763	775	775
Clerk ID badges created	5	229	248	225	225
Employment Verifications processed	3	135	144	150	150
Conduct exit interviews	1	52	45	80	80
Process Performance Appraisals	15	558	562	1,000	1,000
Public Records Requests	3	5	7	10	10
EEOC requests	13	2	1	5	5
Applicants tested	2	557	529	600	600
Attendance Infractions letters created	18	443	204	200	200
Provided Key Performance Indicators to Policy Group	17	52	52	52	52

HUMAN RESOURCES

<u>Type of Expenditure</u>	<u>FY18 Actual</u>	<u>FY19 Actual</u>	<u>FY20 Adopted</u>	<u>FY21 Adopted</u>
Personal Services	\$ 567,625	\$ 623,360	\$ 681,217	\$ 725,343
Operating Expenditures	107,122	39,932	56,950	55,950
Capital Equipment	-	-	-	-
Total	\$ 674,748	\$ 663,292	\$ 738,167	\$ 781,293

<u>Funding Source</u>	<u>FY18 Actual</u>	<u>FY19 Actual</u>	<u>FY20 Adopted</u>	<u>FY21 Adopted</u>
Allocated Departments	\$ 671,869	\$ 660,710	\$ 734,167	\$ 778,293
Board Funding	2,878	2,582	4,000	3,000
Total	\$ 674,748	\$ 663,292	\$ 738,167	\$ 781,293

<u>Positions</u>	<u>FY18 Actual</u>	<u>FY19 Actual</u>	<u>FY20 Adopted</u>	<u>FY21 Adopted</u>
Allocated Departments	7	7	8	8
Total	7	7	8	8

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 new position was created in the FY 2020 budget. The FY 2021 budget reflects continuation funding.

PURCHASING

MISSION: As the procurement department for the Clerk of Circuit Court & Comptroller, our mission is to provide a legal, timely and cost effective method of purchasing commodities and services so that we can deliver a positive customer experience and maximize organizational efficiency and effectiveness, while maintaining the highest level of professionalism, ethics, and integrity.

KEY OBJECTIVES:

1. 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.
2. Ensure professional, ethical and accountable procurement of commodities and services.
3. Promote goodwill and clear communication with vendors, CCC customers and all those involved in the procurement process.
4. Manage the competitive Bids, Requests for Proposals and Requests for Quotations processes.
5. Manage automated purchasing activity and process approximately 1,800 regular, blanket and P-card purchases per year.
6. Complete purchasing review and process Clerk's Authorization Request Forms (CARFs) within 24 hours of receipt to expedite receiving of commodities & services.
7. Provide all of the above services in a reliable manner, while providing superior customer service.

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
<i>Workload/Demand:</i>					
# of requisitions reviewed & processed through Oracle	1,2,3, 5,7	1,434	1,561	1,650	1,700
# of Bids, Requests for Proposals & Request for Quotations compiled and issued	1,2,3, 4,7	3	6	8	8
# of suppliers used by Purchasing	1,2,3, 5,7	244	230	230	230
# of CARFs reviewed and processed	1,2,3, 6,7	241	334	350	350
# of P-Card purchases made by Purchasing Staff	1,2,3, 5,7	319	459	460	460
<i>Efficiency:</i>					
# of requisitions processed per FTE (based on 2 FTEs)	1,2,3 , 5,7	717	781	825	850
# of CARFs processed within 1 day of receipt	1,2,3 , 6,7	223	311	333	333
# of reviewed P-card transactions as P-card Administrator	1,2,3 , 5,7	665	727	730	730

(continued)

PURCHASING

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
<i>Effectiveness:</i>					
% of requisitions completed within 5 working days	1,2,3, 5,7	95%	95%	95%	95%
% of office supply requisitions completed within 5 working days	1,2,3, 5,7	97%	99%	95%	95%
Avg # of days to complete a requisition	1,2,3, 5,7	1.3	1.3	2	2
% of CARFs processed within 1 day of receipt	1,2,3, 6,7	92%	93%	93%	93%

PURCHASING

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Type of Expenditure</u>				
Personal Services	\$ -	\$ -	\$ 201,257	\$ 213,208
Operating Expenditures	-	-	5,474	10,276
Capital Equipment	-	-	-	-
Total	\$ -	\$ -	\$ 206,731	\$ 223,484

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Funding Source</u>				
Allocated Departments	\$ -	\$ -	\$ 204,799	\$ 221,600
Board Funding	-	-	1,932	1,884
Total	\$ -	\$ -	\$ 206,731	\$ 223,484

Positions

Allocated Departments	--	--	2.5	2.5
Total	0	0	2.5	2.5

Most of the operational expenditures for the Purchasing Department 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 combined with Mail Services until the end of FY 2019. Beginning with the FY 2020 budget, the department was budgeted as a separate department. At the time of the department separation, two positions were transferred in from Mail Services and 1/2 of a position was transferred from Clerk's Administration. The 1/2 position is split funded with Mail Services.

The FY 2021 budget reflects continuation funding.

MAIL SERVICES

MISSION: Provide modern and traditional mail services to over (200) departments of the Clerk of the Circuit Court, Board of County Commissioners, and other local government agencies. Mail Services is focused on remaining at the forefront of technology and leading our customers towards electronic solutions while remaining compliant with all USPS regulations and the Federal Private Express Statutes.

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 mail for County Finance thru the Falcon system to provide electronic delivery.
 7. Provide all of the above services in a reliable manner, while providing superior customer service.
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Mail Services provides services to the following agencies:

Clerk of Circuit Court & Comptroller: Archives, Appeals/Bonds/Evidence, Brandon Satellite, CCC Accounting, Clerk Admin, County Finance, Court Ops, Court Processing Center, Criminal Court Intake, Criminal Court Processing Center, Customer Service Center, Human Resources, Information Technology, Jury Services, Mental Health/Probate, Payroll, Plant City Clerk's Office, Record Center, Recording/Marriage License, South County Clerk's Office, Value Adjustment Board, & BOCC Records.

Hillsborough County Agencies: 911 Streets and Addresses, Affordable Housing, Aging Services Senior Centers (22), Animal Services, Arts Council, Child Care Licensing, Children's Board, Children's Services, Citizen Board Support, Client & Liaison Services, Code Enforcement, Comm./Citizen Satisfaction, Communications, Community Codes & Compliance, Consumer Protection (3), Cooperative Extension, County Administration, County Attorney, County Commissioners, Criminal Justice, East Service Unit (Public Works Road Dept.), Economic Development, Environmental Protection Commission, Equal Opportunity Admin, Expressway Authority, Fire Rescue/ EOC, Fleet Mgmt., Government Services Admin., Guardian Ad Litem, Head Start (26), Healthcare Neighborhood Service Centers (10), Health Dept., HTV/Communications, Human Resources, Infrastructure & Development Services Fiscal & Support Services (3), IIO (3), Law Library, Lee Davis, Medical Examiner, Mosquito Control, Neighborhood Relations, OCA Records, Parks & Recreation (5), Planning Commission, Property Appraiser (4), Procurement, Public Library, Public Safety, Public Works/Engineering (3), Real Estate Facilities Management (2), Real Estate/Survey Dept. (2), Risk Management, School Board, Small Business Info Center, Soil & Water Conservation (Plant City), Specialized Services, Specialized Transportation (Sunshine Line), Supervisor of Elections, Surplus Warehouse, Tax Collector/Auto tags, Traffic Services Dept., Veterans Affairs (3).

Other Agencies: City of Tampa, Court Administration, Crystal Bay Café, Florida Highway Patrol, Florida West Coast CU, Sheriff Office, State Attorney Victim's Assistance, Temple Terrace Police Dept.

MAIL SERVICES

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
<i>Workload/Demand:</i>					
# of pieces of USPS mail received & redelivered	1,7	865,719	781,755	711,755	661,755
# of pieces of expedited/certified mail tracked	1,2,7	19,582	19,616	19,700	19,775
# of pieces of mail processed or shipped	2,4,7	1,635,770	1,973,991	2,171,390	1,973,991
Postage cost	2,7	\$789,711	\$991,388	\$1,090,488	\$991,388
# of pieces of inter-office & prepaid mail picked up & delivered	3,7	774,759	690,238	655,727	621,216
# of boxes picked up and delivered	3,7	5,014	5,408	5,948	6,542
# of Notices & Jury Summons	2,4,7	761,744	647,987	615,588	600,588
# of checks & accounting letters	2,4,7	47,936	50,700	53,400	50,700
# on returned mail pieces worked in odyssey queue	1,7	n/a	89,921	97,114	104,307
# of mail pieces scanned into Opex Falcon	6,7	n/a	18,477	20,324	22,171
# of locations serviced	1,3,7	199	236	256	256
# of vehicles managed	5	7	7	7	7
<i>Efficiency:</i>					
# of incoming pieces of mail per FTE (6 employees)	1,3,7	133,187	130,292	118,625	110,292
# of outgoing pieces of mail per FTE (3 employees)	1,2,4, 7	545,256	657,997	723,796	657,997
# of pieces of inter-office & prepaid mail per FTE (6 employees)	3,7	119,193	115,039	100,039	88,373
Average # of locations serviced per FTE (6 employees)	1,3,7	n/a	27.5	29	29
Average # of stops serviced per FTE (6 employees)	1,3,7	31	39	42	42
# of vehicles managed per FTE (2 employees)	5	3.5	3.5	3.5	3.5
<i>Effectiveness:</i>					
% of incoming mail delivered	1,3,7	99.90%	99.90%	99.90%	99.90%

MAIL SERVICES

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Type of Expenditure</u>				
Personal Services	\$ 647,755	\$ 687,296	\$ 629,794	\$ 607,358
Operating Expenditures	68,679	76,063	104,758	132,100
Capital Equipment	52,854	47,367	35,557	36,525
Total	\$ 769,288	\$ 810,726	\$ 770,109	\$ 775,983

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Funding Source</u>				
Allocated Departments	\$ 329,131	\$ 350,743	\$ 288,617	\$ 257,796
Board Funding	440,157	459,983	481,492	518,187
Total	\$ 769,288	\$ 810,726	\$ 770,109	\$ 775,983

<u>Positions</u>				
Allocated Departments	6.0	6.0	4.5	3.5
Board Funding	6.0	6.0	6.0	6.0
Total	12.0	12.0	10.5	9.5

Mail Services processes mail for both BOCC and Clerk Departments, so the operational expenditures are budgeted in both the Allocated Departments and Board Funding. However, all costs associated with vehicles, data processing equipment and telecommunications is budgeted in Board Funding.

Purchasing was combined with Mail Services until the end of FY 2019. Beginning with the FY 2020 budget, Purchasing was budgeted as a separate department. At the time of the department separation, two positions were transferred from Mail Services to Purchasing and 1/2 of a position was transferred in from Clerk's Administration. The 1/2 position is split funded with Purchasing.

The FY 2021 budget reflects 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 18	Actual FY 19	Projected FY 20	Projected FY 21
<i>Workload/Demand:</i>					
# of deposit reconciliations per year	1	5,230	5,198	5,250	5,250
# of payment requests per year (excluding Jury Witness)	2,7	13,040	16,049	16,000	16,000
# of NSF checks per month	3	17	14	14	14
# of interfaces per month	4	82	82	82	82
# of jury & witness checks per year	5	13,606	12,907	13,600	13,600
# of bank reconciliations per month	7	9	10	9	8
# of monthly reports	8	9	9	9	9
# of journal entries processed	6	4,756	5,011	4,500	4,500
<i>Efficiency:</i>					
# of deposit reconciliations per FTE per year	1	1,743	1,733	1,750	1,750
# of payment requests per FTE per year	2,7	2,608	3,210	3,200	3,200
# of NSF checks per FTE per month	3	9	7	7	7
# of interfaces per FTE per month	4	41	41	41	41
# of jury & witness checks per FTE per year	5	9,071	8,605	9,067	9,067
# of bank reconciliations per FTE per month	6	9	10	9	8
# of monthly reports per FTE	8	9	9	9	9
<i>Effectiveness:</i>					
% of deposit reconciliations completed within two business days	1	99%	99%	98%	100%
% of NSF checks collected	3	84%	97%	99%	99%
% of payments issued within average of 10 days of request	2,7	87%	77%	90%	99%
% of interfaces completed in 4 business days	4	100%	100%	99%	100%
% of jury & witness checks paid in 20 days from date of service	5	100%	96%	100%	100%
% of monthly closings on time	6	100%	100%	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	100%	100%	100%	100%
% of jury requests processed to payment within 4 days	5	100%	100%	100%	100%

CCC ACCOUNTING

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Type of Expenditure</u>				
Personal Services	\$ 1,613,828	\$ 1,649,673	\$ 1,849,180	\$ 1,784,538
Operating Expenditures	97,415	101,271	164,770	162,520
Capital Equipment	-	-	-	-
Total	\$ 1,711,243	\$ 1,750,944	\$ 2,013,950	\$ 1,947,058

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Funding Source</u>				
Allocated Departments	\$ 1,707,051	\$ 1,748,256	\$ 2,007,200	\$ 1,942,558
Board Funding	4,192	2,688	6,750	4,500
Total	\$ 1,711,243	\$ 1,750,944	\$ 2,013,950	\$ 1,947,058

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Positions</u>				
Allocated Departments	26	26	26	25
Total	26	26	26	25

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.

One position was temporarily unfunded in the FY 2021 budget.

The FY 2020 and FY 2021 budgets reflect continuation funding.

TRAINING AND DEVELOPMENT

MISSION: Enhance knowledge, skills, abilities and confidence of the Clerk's invaluable and diverse workforce by providing a wide variety of quality professional and personal development training opportunities. Empower the workforce with knowledge so that they can 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.

Assess, identify and implement strategies to improve workforce performance, customer service and processes using innovative training methods and technology.

KEY OBJECTIVES:

1. Offer a minimum of 50 live classroom classes monthly.
2. Offer a robust e-learning course catalog with a monthly goal of a 25% workforce participation rate.
3. Develop and implement training for identified operational needs (demand and/or new procedure) within 60 working days.
4. Certify Front Line Trainers based on department's needs (minimum ratio: 1:20) to ensure standardized workplace training.
5. Conduct monthly and biennial assessments to define, measure, analyze and improve training programs.
6. Facilitate the organization's orientation program for all new hires (100% participation); Focus increase readiness and retention rates.

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
<i>Workload/Demand:</i>					
# of live classroom courses offered	1	N/A	512	390	450
# of e-learning courses offered	2	N/A	79	80	100
# of Needs Development Plans (NDP) developed	3	N/A	2	5	5
# of Certified Front Line Trainers	4	N/A	56	40	60
# of planned assessments (Training Action Plan (TAP) & Biennial)	5	N/A	0	7	24
# of new hires scheduled for Big BOOT	6	N/A	73	80	80
# of new hires scheduled for BOOT Plus (*formally known as	6	N/A	61	70	70
<i>Efficiency:</i>					
# of live classroom courses conducted	1	N/A	440	390	450
# by head count that completed live classroom courses	1	N/A	3,305	3,700	3,800
# of e-learning courses completed	2	N/A	1,692	1,550	1,900
# of NDPs approved	3	N/A	2	5	5
# of TAPs developed and implemented (combined total from all departments)	4	N/A	No value due to pilot	30	40
# of TAP evaluations submitted (combined total from all departments)	4	N/A	No value due to pilot	60	70
# of assessments (TAP & Biennial) conducted	5	N/A	3	7	8
# of new hires that completed Big BOOT	6	N/A	73 (100%)	80	100
# of new hires that completed BOOT Plus	6	N/A	61 (100%)	70	90

(continued)

TRAINING AND DEVELOPMENT

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
Effectiveness:					
# of invested student training hours	1	N/A	14,788	31,000	32,000
Collective % from evaluations for all live course that indicated "agree" or "strongly agree" that the content was taught at an	1	N/A	See comments	80%	85%
Collective % from evaluations for all live course that indicated "disagree" or "strongly disagree" that the content was taught at an	1	N/A	See comments	15%	10%
Collective % from evaluations for all live course that indicated "agree" or "strongly agree" that the learning methods were	1	N/A	See comments	80%	85%
Collective % from evaluations for all live course that indicated "disagree" or "strongly disagree" that the learning methods were	1	N/A	See comments	15%	10%
% of workforce that completed e-learning courses	2	N/A	70	35%	90%
# of courses (live or e-learning) developed and implemented based on an approved NDP.	3	N/A	2	5	5
Collective % from TAP evaluations indicating "agree" or "strongly agree" for the question, "I feel confident in my abilities to perform	4	N/A	No value due to pilot	75%	80%
Collective % from TAP evaluations indicating "disagree" or "strongly disagree" for the question , "I feel confident in my	4	N/A	No value due to pilot	10%	5%
% of departments that met TAP program training requirements	5	N/A	No value due to pilot	80%	90%
# of resigned new hires that indicated "poor training" as the reason for leaving	6	N/A	0	1	0

Comments:

Department was formed in FY19, so there is no FY18 data to report.

Actual FY19 entries identified as "No value due to pilot" were marked so, because the program was piloted for FY19. Moving forward the program has been officially approved and all data will be collected for FY20 and beyond.

Actual FY19 entries identified as "See Comments" have been updated to reflect new evaluation comments. Moving forward this information will be captured for FY20 and beyond.

TRAINING AND DEVELOPMENT

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Type of Expenditure</u>				
Personal Services	\$ -	\$ 397,107	\$ 444,992	\$ 482,163
Operating Expenditures	-	84,433	54,800	137,700
Capital Equipment	-	-	-	-
Total	\$ -	\$ 481,540	\$ 499,792	\$ 619,863

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Funding Source</u>				
Allocated Departments	\$ -	\$ 481,102	\$ 498,092	\$ 619,263
Board Funding	-	438	1,700	600
Total	\$ -	\$ 481,540	\$ 499,792	\$ 619,863

Positions

Allocated Departments	--	6	7	7
Total	0	6	7	7

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 in FY 2019 in order to expand our training program across the organization as a split of the Centralized Procedures and Training Department. In the FY 2019 budget, four positions were transferred in from the Centralized Procedures and Training Department, one position was transferred in from Criminal Court Processing and one position was a newly created Director position.

One additional position was transferred to this department from Criminal Court Processing in the FY 2020 budget. The FY 2021 budget reflects continuation funding.

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, in accordance to Florida Department of State, Division of Library and Information Services retention schedules GS-1 and GS-11 and FRJA 2.430 and 2440.

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.
5. Provide training to new and existing employees as often as needed.
6. Deliver requested Supplies and Administrative Box records within one working day to Clerk Departments.
7. Destruction of court files and administrative records, when appropriate.
8. Perform a vital records identification audit of all departments, to determine what records exist, specifically paper records that are not currently stored in an electronic repository system. Make recommendations how best to secure these records in the event of a disaster and whether or not the paper records will require restoration.

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
<i>Workload/Demand:</i>					
# of case file requests (Courts) (daily)	1	92	83	85	85
# of case file requests (Destruction Team) (daily)	1	360	366	300	300
# of case file requests file per 5 print schedules (daily)	1	90	90	77	77
# of supply requests (daily)	6	4	4	5	5
# of court files audited for destruction (yearly)	4	78,920	87,173	60,000	60,000
# of court files files destroyed (space saved in linear ft.) (yearly)	7	1,790	2,222	1,440	1,440
# of administrative records destroyed (cu.ft) (yearly)	7	960	466	720	720
# of quality control audits performed (yearly)	4	1,430	2,400	2,400	2,400
# of records management training provided (yearly)	5	12	14	20	20
# of departments audited for vital records identification	2,3,4,8		8	8	4

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RECORDS MANAGEMENT

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
<i>Efficiency:</i>					
Average # of case files pulled per FTE daily	1	200	225	220	220
Average # of supply items pulled for delivery daily	6	4	4	5	5
Average # of court files audited per FTE daily - Destruction Dept	4	30	45	30	30
Average # of quality control audits performed daily	4	6	10	10	10
Average # of training provided (excluding Scanning)	5	8	1	8	8
<i>Effectiveness:</i>					
% of response to case file requests (target achieved)	1	100	100	100	100
% of response to supply requests (target achieved)	6	100	100	100	100
% of court files destroyed (target achieved)	7	100	100	100	100
% of administrative records destroyed (target achieved)	7	100	100	100	100
% of audits performed (target achieved)	4	100	100	100	100

RECORDS MANAGEMENT

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Type of Expenditure</u>				
Personal Services	\$ 605,733	\$ 750,100	\$ 787,975	\$ 822,915
Operating Expenditures	76,899	83,506	144,900	162,300
Capital Equipment	-	-	5,000	30,277
Total	\$ 682,632	\$ 833,606	\$ 937,875	\$ 1,015,492

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Funding Source</u>				
Allocated Departments	\$ 207,988	\$ 266,360	\$ 280,184	\$ 290,571
Board Funding	62,506	61,457	111,100	129,000
Court Fees Funding	412,137	505,789	546,591	565,644
General Government	-	-	-	30,277
Total	\$ 682,632	\$ 833,606	\$ 937,875	\$ 1,015,492

<u>Positions</u>				
Allocated Departments	3	3	3	3
Court Fees Funding	11	10	10	10
Total	14	13	13	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.

One position was eliminated in the FY 2019 budget. The FY 2020 and FY 2021 budgets reflect continuation funding.

SYSTEM ADMINISTRATION AND OPERATIONS

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 18	Actual FY 19	Projected FY 20	Projected FY 21
<i>Workload/Demand:</i>					
Number of servers maintained		394	342	370	400
Terabytes of data stored		188	197	210	225
Number of pages of print produced by Operations		616,416	622,383	620,000	620,000
<i>Efficiency:</i>					
Number of servers per administrator		79	68	74	80
Percentage of servers virtualized		94%	97%	99%	99%
<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

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Type of Expenditure</u>				
Personal Services	\$ 1,378,617	\$ 1,147,481	\$ 1,236,077	\$ 1,324,830
Operating Expenditures	1,291,129	1,407,528	1,765,115	2,145,740
Capital Equipment	144,059	29,607	113,000	103,500
Total	\$ 2,813,805	\$ 2,584,616	\$ 3,114,192	\$ 3,574,070

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Funding Source</u>				
Allocated Departments	\$ 2,813,805	\$ 2,584,616	\$ 3,114,192	\$ 3,574,070
Total	\$ 2,813,805	\$ 2,584,616	\$ 3,114,192	\$ 3,574,070

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Positions</u>				
Allocated Departments	14	11	11	11
Total	14	11	11	11

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

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 2020 and FY 2021 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, 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	Partial FY 18	Actual FY 19	Projected FY 20	Projected FY 21
Workload/Demand:					
# of Odyssey Application Technical Support issues reported/resolved	1	712/712	1480/1408	2044/2044	2044/2044
# of Jury Application Technical Support issues reported/resolved	1	26/24	85/82	32/32	32/32
# of e-Filing Application Technical Support issues reported/resolved	1	77/75	136/132	106/106	106/106
# of Odyssey Custom reports requested reported/resolved	2	30/25	32/27	90/85	90/85
# of Other System Application Support issues reported/resolved	2	323/323	465/455	477/470	477/470
# of patches/upgrades implemented/resolved	3	6/4	0	0	1
Efficiency:					
Number of FTE's to support technically Odyssey items		10	10	10	10
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	1	1
Number of FTE's to support technically other system items		3	3	2	2
Effectiveness:					
Percentage of Critical items resolved within 24 hours		97%	97%	97%	97%
Implementation of Odyssey Major Upgrade Release every two years		1	0	0	1
Percentage of technical configurations, programs and changes installed in production with no rollback or rework		96%	96%	96%	96%

COURT SOLUTIONS AND SUPPORT

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Type of Expenditure</u>				
Personal Services	\$ 1,565,877	\$ 1,665,513	\$ 1,839,745	\$ 1,938,685
Operating Expenditures	667,389	864,548	801,715	860,891
Capital Equipment	-	-	-	-
Total	\$ 2,233,265	\$ 2,530,061	\$ 2,641,460	\$ 2,799,576

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Funding Source</u>				
Allocated Departments	\$ 2,233,265	\$ 2,530,061	\$ 2,641,460	\$ 2,799,576
Total	\$ 2,233,265	\$ 2,530,061	\$ 2,641,460	\$ 2,799,576

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Positions</u>				
Allocated Departments	14	15	15	15
Total	14	15	15	15

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

One position was transferred in from Systems Administration and Operations in the FY 2019 budget. The FY 2020 and FY 2021 budgets reflect continuation funding.

ENTERPRISE SOLUTIONS AND SUPPORT

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.

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
<i>Workload/Demand:</i>					
# of Oracle EBS Support issues reported/resolved	1	473/243	667/675	650/700	500/450
# of OnBase Support issues reported/resolved	1	395/303	478/461	500/475	500/475
# of Other Systems Technical Support issues reported/resolved	1	120/102	460/446	450/425	450/425
# of OnBase enhancements & Program changes developed and implemented	2	15	20	20	20
# of Program Changes / Request for Oracle EBS	2	34	42	40	40
# of patches/upgrade for Oracle EBS	3	7	19	15	15
# of patches/upgrades for OnBase	3	1	2	1	1
# of new and changed Oracle Supplier/Customer records	8	11,153	9,747	9,500	9,500
# of training classes scheduled and conducted	4	31	7	12	12

(continued)

ENTERPRISE SOLUTIONS AND SUPPORT

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
# of students trained in OnBase and Oracle EBS	4	162	16	18	18
# of active users in Oracle EBS (all applications)	5	5,918	6,150	6,200	6,250
# of Oracle Workflow Configurations assigned	5	6,636	5,573	5,500	5,500
# of Oracle Security Responsibilities provisioned to Users	5	7,712	8,741	8,000	8,000
# of active OnBase, CUPS, Spoolview, Wells Fargo Access Users	5	1,668	1,456	1,000	1,000
# of documents scanned and indexed (OnBase)	7	4,738	7,006	7,000	7,000
# of notifications to systems users	6	166	295	250	250
# of password resets	6	343	1,285	1,200	1,200
# of ServiceDesk Phone calls and ServiceDesk emails received	6	7,252	2,511	2,500	2,300
# of ServiceDesk issues reported/resolved within Clerk's office	9	4656 / 4645	9208 / 9211	9000 / 9000	9000 / 9000

Efficiency:

Number of FTE's to support OnBase items	6	6	7	7
Number of FTE's to support ERP Items	11	10	9	9
Number of FTE's to support ServiceDesk	5	6	6	6
# 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

Effectiveness:

% of Critical items resolved within 24 hours	99%	99%	99%	99%
Implementation of OnBase Major Upgrade Release every two years	1	1	1	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%	99%	99%	99%

ENTERPRISE SOLUTIONS AND SUPPORT

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Type of Expenditure</u>				
Personal Services	\$ 2,480,848	\$ 2,280,471	\$ 2,647,073	\$ 2,722,363
Operating Expenditures	874,502	1,053,239	914,134	1,040,078
Capital Equipment	-	-	-	-
Total	\$ 3,355,350	\$ 3,333,711	\$ 3,561,207	\$ 3,762,441

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Funding Source</u>				
Allocated Departments	\$ 2,205,230	\$ 2,231,288	\$ 2,236,937	\$ 2,374,319
Board Funding	\$ 1,150,120	\$ 1,102,423	\$ 1,324,270	\$ 1,388,122
Total	\$ 3,355,350	\$ 3,333,711	\$ 3,561,207	\$ 3,762,441

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Positions</u>				
Allocated Departments	12	12	12	12
Board Funding	11	11	11	11
Total	23	23	23	23

The expenditures for Enterprise Solutions and Support are split between the Allocated Departments and Board Funding. Expenditures associated with managing and supporting the Oracle E-Business Suites system are budgeted in Board funding. Expenditures related to enterprise-wide applications are budgeted in the Allocated Departments.

The FY 2020 and FY 2021 budgets reflect continuation funding.

ENTERPRISE TECHNICAL SUPPORT

MISSION: To provide a robust, secure and reliable client and network infrastructure to support the business environment which allows work to be processed quickly, efficiently and effectively.

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 that 1 second response time on the network.
3. Provide daily operational break/fix and new equipment resolution and support for desktop hardware and peripherals
4. Review, manage, install and implement patches on desktop devices to reduce vulnerabilities on the Clerk's network
5. Refresh 1/3 of the desktop devices yearly in order to replace End-of-Life devices that are no longer supported.

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Projected FY 19	Projected FY 20	Planned FY 21
IT Network Services					
<i>Workload/Demand:</i>					
# of Prod Servers in which network traffic is being monitored	1	334	355	>400	>500
# of network devices supported	2	231	253	270	270
<i>Efficiency:</i>					
Number of FTE's to support the network	1, 2	3	3	4	4
# of network EOL devices replaced	2	62	75	75	40
Response time	2	<1 sec	<1 sec	<1 sec	<1 sec
<i>Effectiveness:</i>					
% of network availability	1	99%	99%	99%	99%
% of network devices replaced	2	27%	30%	28%	15%
IT Desktop Engineering (DE)					
<i>Workload/Demand:</i>					
# of desktop devices supported	3	1,292	1,059	1,110	1,110
# of desktop peripheral devices supported	3	2,689	1,903	2,000	2,004
# of incoming incidents	3	8,100	8,050	7,100	7,000
# of critical incidents	3	620	245	200	200
# of devices patched	4	1,100	1,040	1,110	1,110
# of desktop devices refreshed	5	311	350	700	60
<i>Efficiency:</i>					
Number of FTE's to support desktop devices	3,4,5	3	3	5	5
# of incidents resolved	3	8,794	8,040	7,100	7,000
# of critical incidents resolved within 24 hours	3	600	235	200	200
# of devices patched	4	1,100	1,040	1,110	1,110
# of desktop devices refreshed	5	311	350	760	60

(continued)

ENTERPRISE TECHNICAL SUPPORT

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Projected FY 19	Projected FY 20	Planned FY 21
<i>Effectiveness:</i>					
% of incidents resolved	3	92%	100%	100%	100%
% of Critical incidents resolved within 24 hours	3	97%	96%	100%	100%
% of desktop devices patched	4	85%	98%	100%	100%
% of desktop devices refreshed	5	24%	33%	68%	5%

ENTERPRISE TECHNICAL SUPPORT

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Type of Expenditure</u>				
Personal Services	\$ 1,057,659	\$ 1,142,047	\$ 1,233,551	\$ 1,274,188
Operating Expenditures	879,002	1,522,291	1,179,427	1,347,708
Capital Equipment	533,596	47,293	952,900	399,900
Total	\$ 2,470,256	\$ 2,711,631	\$ 3,365,878	\$ 3,021,796

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Funding Source</u>				
Allocated Departments	\$ 2,470,256	\$ 2,711,631	\$ 3,365,878	\$ 3,021,796
Total	\$ 2,470,256	\$ 2,711,631	\$ 3,365,878	\$ 3,021,796

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Positions</u>				
Allocated Departments	9	10	10	10
Total	9	10	10	10

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

One position was transferred in from Systems Administration and Operations in the FY 2019 budget. The FY 2020 and FY 2021 budgets reflect continuation funding.

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.

KEY OBJECTIVES:

1. Drive organizational collaboration on the identification, prioritization, implementation and monitoring of clerk-wide initiatives
2. Design and implement portfolio, program and project management standards and best practices.
3. Provide project management and business analysis expertise to support the implementation of the Clerk's Strategic Plan.

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
<i>Workload/Demand:</i>					
Number of active projects in EPMO portfolio	3	19	18	20	20
<i>Efficiency:</i>					
Number of full time Project Managers/Business Analysts	3	3	3	3	3
<i>Effectiveness:</i>					
Percentage of active projects leveraging key systems &/or aligned with strategic plan	1	95%	100%	100%	100%
Percentage of compliance-driven projects delivered on time	1,2,3	100%	100%	100%	100%
Number of Strategic Plan Initiatives by Status (totals as of 2/18/2020)					
Concept (needs to go to Governance)	1	3	0	10	10
Planning/Active (on Governance Portfolio)	1	90	75	70	70
Initiate (inventory of proposals not ready for Governance)	1	54	43	40	40
Hold	1	33	18	10	10
Completed	1	62	47	40	40

ENTERPRISE PROGRAM MANAGEMENT OFFICE

	<u>FY18 Actual</u>	<u>FY19 Actual</u>	<u>FY20 Adopted</u>	<u>FY21 Adopted</u>
<u>Type of Expenditure</u>				
Personal Services	\$ 611,483	\$ 857,747	\$ 1,037,078	\$ 1,092,949
Operating Expenditures	27,394	9,955	70,347	87,730
Capital Equipment	-	-	-	-
Total	\$ 638,877	\$ 867,702	\$ 1,107,425	\$ 1,180,679

	<u>FY18 Actual</u>	<u>FY19 Actual</u>	<u>FY20 Adopted</u>	<u>FY21 Adopted</u>
<u>Funding Source</u>				
Allocated Departments	\$ 638,877	\$ 867,702	\$ 1,107,425	\$ 1,180,679
Total	\$ 638,877	\$ 867,702	\$ 1,107,425	\$ 1,180,679

	<u>FY18 Actual</u>	<u>FY19 Actual</u>	<u>FY20 Adopted</u>	<u>FY21 Adopted</u>
<u>Positions</u>				
Allocated Departments	6	7	7	6
Total	6	7	7	6

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

One position was transferred in from Systems Administration and Operations in the FY 2019 budget. One position was temporarily unfunded in the FY 2021 budget.

The FY 2020 and FY 2021 budgets reflect continuation funding.



COURT FUNDED DEPARTMENTS



CLERK OF COURT/COMPTROLLER, HILLSBOROUGH COUNTY

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

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
<i>Workload/Demand:</i>					
# of state mandated reports	1	536	536	540	540
# of external reports	2	808	820	832	832
# of internal reports	3	372	384	384	384
# of cases reported via MECOM entry	4	4,395	4,467	4,496	4,547
# of HOVER Registrations Processed	5	1,700	1,372	1,441	1,513
<i>Efficiency:</i>					
# of state mandated reports prepared, verified and submitted per FTE	1	134	134	135	135
# of internal reports prepared, verified and submitted per FTE	2	202	205	208	208
# of external reports prepared, verified and submitted per FTE	3	93	96	96	96
# of cases reported via MECOM entry per FTE	4	4,395	4,467	4,690	4,925
# of HOVER Registrations processed per FTE	5	850	1,372	1,441	1,513
<i>Effectiveness:</i>					
% of state mandated reports submitted by due date	1	100%	100%	100%	100%
% of internal reports submitted by due date	2	100%	100%	100%	100%
% of external reports submitted by due date	3	100%	100%	100%	100%
% of MECOM entries completed within statutory requirements	4	100%	100%	100%	100%
% of HOVER registrations processed within 5 business days	5	100%	100%	100%	100%

COURT OPERATIONS MANAGEMENT

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Type of Expenditure</u>				
Personal Services	\$ 1,015,782	\$ 1,161,919	\$ 1,140,415	\$ 1,258,126
Operating Expenditures	469,652	532,401	617,480	625,835
Capital Equipment	-	-	-	-
Total	\$ 1,485,434	\$ 1,694,320	\$ 1,757,895	\$ 1,883,961

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Funding Source</u>				
Board Funding	\$ 32,528	\$ 106,185	\$ 97,005	\$ 96,360
Court Fees Funding	1,452,906	1,588,135	1,660,890	1,787,601
Total	\$ 1,485,434	\$ 1,694,320	\$ 1,757,895	\$ 1,883,961

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Positions</u>				
Court Fees Funding	10	12	12	12
Total	10	12	12	12

Most of the operational expenditures for 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. One position was transferred in from Civil Court Processing and one position was transferred in from Criminal Court Processing in the FY 2019 budget. The FY 2020 and FY 2021 budgets reflect continuation funding.

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 18	Actual FY 19	Projected FY 20	Projected FY 21
<i>Workload/Demand:</i>					
# of jurors summoned	1	88,914	84,174	88,383	92,802
# of jurors reporting	2	63,497	22,462	23,585	24,764
# of jurors sent to voir dire	3	13,111	11,078	11,632	12,213
 <i>Efficiency:</i>					
Average # of summonses processed per FTE	1	29,638	28,058	29,461	30,934
Average # of Jurors reporting processed per FTE	2	21,166	7,487	7,862	8,255
 <i>Effectiveness:</i>					
% of jurors processed within 1 hour	2	100%	100%	100%	100%

JURY SERVICES

<u>Type of Expenditure</u>	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
Personal Services	\$ 173,471	\$ 175,771	\$ 154,724	\$ 171,270
Operating Expenditures	60,856	66,555	78,066	84,418
Capital Equipment	-	-	-	-
Total	\$ 234,327	\$ 242,325	\$ 232,790	\$ 255,688

<u>Funding Source</u>	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
Board Funding	\$ 1,642	\$ 704	\$ 4,423	\$ 3,550
Court Fees Funding	232,685	241,621	228,367	252,138
Total	\$ 234,327	\$ 242,325	\$ 232,790	\$ 255,688

Positions

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 2020 and FY 2021 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 18	Actual FY 19	Projected FY 20	Projected FY 21
Workload/Demand:					
# of calls handled	1	478,552	362,509	344,384	327,164
# of dropped calls	1	115,987	92,910	88,265	83,851
# of payments accepted by agent	2	38,317	26,356	25,038	23,786
# of payments accepted by IVR	2	7,132	18,999	33,248	58,184
Average Queue Time (Minutes)	3	00:07:18	00:04:43	00:04:20	00:04:00
Average Handle Time (Minutes)	4	00:03:21	00:02:22	00:02:00	00:02:00
# of calls presented	5	607,615	491,797	467,207	443,847
# of calls Dequeued (Call Back Option)	6	87,050	42,849	40,707	38,671
# of Court dates set by IVR / HOVER	7	3,533	6,193	9,290	13,934
Efficiency:					
# of calls handled per FTE	1	31,903	17,262	16,399	15,579
# of payments accepted by phone per FTE	2	9,579	3,295	3,130	2,973
Effectiveness:					
% of queue times decreased by 5%	3	95%	100%	100%	100%
% of average handle times decreased by 5%	4	95%	100%	100%	100%

CALL CENTER

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Type of Expenditure</u>				
Personal Services	\$ 1,303,165	\$ 1,399,988	\$ 1,462,296	\$ 1,533,219
Operating Expenditures	-	-	-	-
Capital Equipment	-	-	-	-
Total	\$ 1,303,165	\$ 1,399,988	\$ 1,462,296	\$ 1,533,219

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Funding Source</u>				
Allocated Departments	\$ 327,733	\$ 342,965	\$ 340,318	\$ 366,914
Court Fees Funding	975,432	1,057,022	1,121,978	1,166,305
Total	\$ 1,303,165	\$ 1,399,988	\$ 1,462,296	\$ 1,533,219

<u>Positions</u>				
Allocated Departments	4	4	4	4
Court Fees Funding	18	20	20	20
Total	22	24	24	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.

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-phone payments. The FY 2020 and FY 2021 budgets reflect continuation funding.

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 18	Actual FY 19	Projected FY 20	Projected FY 21
Workload/Demand:					
# of customers served at front counter	1	182,732	200,071	210,075	220,578
# of new cases entered in CLERC	2	2,937	2,726	2,862	3,005
# of modifications for child support cases	3	17,505	17,812	18,703	19,638
# of documents redacted	4	1,039,952	1,320,792	1,386,832	1,456,173
# of new collection cases referred	5	76,369	24,590	25,820	27,110
# of ISU applications processed	6	43,526	39,075	37,121	35,265
# of probation payments processed	7	29,317	27,964	29,362	30,830
# of APAD cases	8	761	1,077	1,131	1,187
Efficiency:					
# of customers served at front counter per FTE	1	5,895	6,454	6,777	7,115
# new cases entered in CLERC per FTE	2	245	227	239	250
# of support cases modified per FTE	3	1,459	1,484	1,559	1,636
# of documents redacted per FTE	4	173,325	220,132	231,139	242,696
# of new collection cases referred per FTE	5	38,185	12,295	12,910	13,555
# of ISU applications processed per FTE	6	21,763	19,538	18,561	17,633
# of probation payments processed per FTE	7	9,772	9,321	9,787	10,277
# of APAD cases per FTE	8	254	359	377	396

(continued)

CUSTOMER SERVICE CENTER

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
<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	95%	95%	95%	95%
% of ISU applications processed within 3 business days	6	95%	95%	95%	95%
% of probation payments processed within 3 business days	7	100%	100%	100%	100%
% of APAD cases within 3 business days	8	95%	95%	95%	95%

CUSTOMER SERVICE CENTER

<u>Type of Expenditure</u>	<u>FY18 Actual</u>	<u>FY19 Actual</u>	<u>FY20 Adopted</u>	<u>FY21 Adopted</u>
Personal Services	\$ 4,322,529	\$ 4,550,417	\$ 4,787,415	\$ 5,105,446
Operating Expenditures	44,807	36,033	60,335	55,765
Capital Equipment	44,600	-	-	-
Total	\$ 4,411,936	\$ 4,586,451	\$ 4,847,750	\$ 5,161,211

<u>Funding Source</u>	<u>FY18 Actual</u>	<u>FY19 Actual</u>	<u>FY20 Adopted</u>	<u>FY21 Adopted</u>
Board Funding	9,719	3,982	12,070	6,500
Court Fees Funding	4,402,218	4,582,469	4,835,680	5,154,711
Total	\$ 4,411,936	\$ 4,586,451	\$ 4,847,750	\$ 5,161,211

Positions

Court Fees Funding	81	80	80	80
Total	81	80	80	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.

One position was transferred to the Call Center during the FY 2019 budget. The FY 2020 and FY 2021 budgets reflect continuation funding.

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 new County Civil & Small Claims cases within 2 business days of clock in date, while complying with all statutes, rules & 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 reopened County Civil & 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 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 18	Actual FY 19	Projected FY 20	Projected FY 21
County Civil					
<i>Workload/Demand:</i>					
# of new cases filed	1	67,994	67,821	71,212	74,773
# of documents evented	2	1,386,098	1,690,869	1,775,412	1,864,183
# of pre-trial hearings scheduled	3	20,621	22,001	23,101	24,256
# of cases scheduled for dismissal	4	7,715	14,620	15,351	16,119
# of cases reopened	5	12,676	12,771	13,606	14,286
# of Appeals filed	6	96	80	98	99
(continued)					

CIVIL COURT PROCESSING CENTER

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
Efficiency:					
# of cases filed per FTE	1	13,599	13,564	14,242	14,955
# of documents processed per FTE	2	198,014	241,553	253,630	266,312
# of pre-trial hearings scheduled per FTE	3	2,946	2,750	2,888	3,032
# of dismissal docket cases per FTE	4	1,102	1,828	1,919	2,015
# of cases reopened per FTE	5	3,169	3,193	3,402	3,572
# of Appeals filed per FTE	6	48	40	49	50
Effectiveness:					
% of cases filed within 2 business days of clock in date	1	73%	84%	90%	95%
% of documents docketed within 3 business days of clock in date	2	97%	97%	98%	98%
Circuit Civil					
Workload/Demand:					
# of new cases filed	1	12,114	13,235	13,897	14,592
# of documents evented	2	754,379	805,855	846,148	888,455
# of Mortgage Foreclosure sales processed	3	1,676	3,418	3,589	3,777
# of cases reopened	4	7,983	7,461	7,834	8,225
# of Appeals filed	5	276	300	315	331
Efficiency:					
# of cases filed per FTE	1	6,057	6,618	6,949	7,296
# of documents processed per FTE	2	83,820	89,539	94,016	98,717
# of Mortgage Foreclosure sales processed per FTE	3	419	855	897	944
# of cases reopened per FTE	4	3,992	3,731	3,917	4,113
# of Appeals filed per FTE	5	138	150	158	166
Effectiveness:					
% of cases filed within 2 business days of clock in date	1	99%	95%	99%	99%
% of documents docketed within 3 business days of clock in date	2	98%	97%	99%	99%

(continued)

CIVIL COURT PROCESSING CENTER

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
Family Law					
Workload/Demand:					
# of new cases filed	1	13,809	13,119	13,775	14,464
# of documents evented	2	677,039	672,104	705,709	740,995
# of cases reopened	3	15,045	15,284	16,048	16,851
# of Appeals filed	4	63	100	105	110
Efficiency:					
# of new cases filed per FTE	1	6,905	6,560	6,887	7,232
# of documents evented per FTE	2	135,408	134,421	141,142	148,199
# of cases reopened per FTE	3	7,523	7,642	8,024	8,425
# of Appeals filed per FTE	4	32	50	53	55
Effectiveness:					
% of new cases filed within the 3 day requirement	1	100%	100%	99%	99%
% of documents evented within the 3 day requirement	2	98%	98%	99%	99%
Juvenile Dependency					
Workload/Demand:					
# of new cases filed	1	1,265	1,104	1,159	1,217
# of events entered	2,3	241,562	238,604	250,534	263,061
# of court hearings scheduled and attended	4	26,056	24,417	25,638	26,920
# of new cases reopened	3	473	254	267	280
# of Appeals filed	4	70	92	97	102
Efficiency:					
# of cases per person FTE	1	1,265	1,104	1,159	1,217
# of events entered per person FTE	2,3	120,781	119,302	125,267	131,531
# of hearings per person FTE	4	3,722	3,488	3,663	3,846
# of new cases reopened per FTE	5	473	254	267	280
# of Appeals filed per FTE	6	70	92	97	102
Effectiveness:					
% of new case files opened within 2 days	1	100%	99%	100%	100%
% of pleadings processed within 3 days	2,3	90%	86%	90%	95%

CIVIL COURT PROCESSING CENTER

<u>Type of Expenditure</u>	<u>FY18 Actual</u>	<u>FY19 Actual</u>	<u>FY20 Adopted</u>	<u>FY21 Adopted</u>
Personal Services	\$ 3,918,405	\$ 4,118,705	\$ 4,198,783	\$ 4,122,289
Operating Expenditures	7,262	3,369	10,891	7,966
Capital Equipment	-	-	-	-
Total	\$ 3,925,667	\$ 4,122,074	\$ 4,209,674	\$ 4,130,255

<u>Funding Source</u>	<u>FY18 Actual</u>	<u>FY19 Actual</u>	<u>FY20 Adopted</u>	<u>FY21 Adopted</u>
Board Funding	\$ 4,398	\$ 778	\$ 4,685	\$ 1,000
Court Fees Funding	3,921,270	4,121,296	4,204,989	4,129,255
Total	\$ 3,925,667	\$ 4,122,074	\$ 4,209,674	\$ 4,130,255

<u>Positions</u>	<u>FY18 Actual</u>	<u>FY19 Actual</u>	<u>FY20 Adopted</u>	<u>FY21 Adopted</u>
Court Fees Funding	69	69	68	64
Total	69	69	68	64

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.

One position was eliminated in the FY 2020 budget. Four positions were transferred to the Criminal Court Processing Center in the FY 2021 budget.

The FY 2020 and FY 2021 budgets reflect continuation funding.

CENTRALIZED PROCEDURES AND TRAINING

MISSION: Deliver procedures to employees with approved techniques to perform daily activities and implement methods while providing a sense of direction, purpose and achievement for the long term objectives of the organization. Leverage technology to provide employees with sufficient resources to actively respond to customer needs while producing sound reliable business solutions that meet governing authoritative standards.

KEY OBJECTIVES:

1. Develop, update, and implement procedures on court functions.
2. Conduct discovery sessions with court staff regarding lifecycle workflow of criminal and civil cases.
3. Create and conduct classes for criminal lifecycle for all courts staff.
4. Create and conduct classes for civil lifecycle for all courts staff.

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
<i>Workload/Demand:</i>					
# of new procedures developed	1	54	75	55	55
# of discovery sessions held	2	0	96	0	0
# of criminal court connect classes	3	0	0	50	0
# of civil court connect classes	4	0	0	0	50
<i>Efficiency:</i>					
# of new procedures developed per FTE	1	11	15	10	10
# of discovery sessions per FTE	2	0	19	0	0
# of criminal court connect classes per FTE	3	0	0	17	0
# of civil court connect classes per FTE	4	0	0	0	17
<i>Effectiveness:</i>					
# of new procedures approved by committee	1	42	50	65	65

CENTRALIZED PROCEDURES & TRAINING CENTER

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Type of Expenditure</u>				
Personal Services	\$ 680,497	\$ 510,153	\$ 504,697	\$ 459,400
Operating Expenditures	-	-	-	-
Capital Equipment	-	-	-	-
Total	\$ 680,497	\$ 510,153	\$ 504,697	\$ 459,400

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Funding Source</u>				
Court Fees Funding	680,497	510,153	504,697	459,400
Total	\$ 680,497	\$ 510,153	\$ 504,697	\$ 459,400

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Positions</u>				
Court Fees Funding	11	7	7	6
Total	11	7	7	6

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

Four positions were transferred to the newly developed Training and Development Department in the FY 2019 budget. One position was transferred to the Criminal Court Processing Center in the FY 2021 budget.

The FY 2020 and FY 2021 budgets reflect continuation funding.

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 18	Actual FY 19	Projected FY 20	Projected FY 21
Workload/Demand:					
# of new cases opened	1	201,134	202,946	204,975	207,025
# of reopened cases	11	30,589	26,938	27,207	27,479
# of e-portal filings	1	341,953	314,352	317,495	320,670
# of court dates attended	2	345,025	344,672	348,119	351,600
# of bonds entered	5	39,884	41,377	41,791	42,209
# of bond forfeitures processed	6	7,130	7,579	7,655	7,732
# of petitions for sealing/expungments	7	793	837	845	854
# of evidence ID numbers created	8	20,032	45,574	46,030	46,490
# of notices of appeals filed	10	713	655	662	668
# of Judgments processed	4	39,817	37,016	37,386	37,760
# of FSP packets processed	4	3,785	3,720	3,757	3,795
Efficiency:					
# of new cases opened per FTE	1	13,409	13,530	13,665	13,802
# of e-portal filings per FTE	1	85,488	62,870	63,499	64,134

(continued)

CRIMINAL COURT PROCESSING CENTER

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Actual FY 19	Projected FY 20	Projected FY 21
# of court dates attended per FTE	2	8,626	8,617	8,703	8,790
# of bonds entered per FTE	5	9,971	10,344	10,448	10,552
# of bonds forfeitures processed per FTE	6	1,783	1,895	1,914	1,933
# of sealing/expungments per FTE	7	397	419	423	427
# of evidence ID numbers created by FTE	8	10,016	22,787	23,015	23,245
# of notices of appeals filed per FTE	10	119	109	110	111
# of cases reopened per FTE	11	3,399	2,993	3,023	3,053
# of Judgements processed per FTE	4	3,318	4,113	4,154	4,196
# of FSP packets processed per FTE	4	1,893	1,240	1,252	1,265
Effectiveness:					
% of new cases processed within 3 days	1	97%	97%	100%	100%
% of e-portal filings processed within 3 days	1	98%	98%	100%	100%
% of bonds entered within 3 days	5	98%	98%	100%	100%
% of bond forfeitures processed within 3 days	6	97%	97%	100%	100%
% of evidence ID's created within 3 business days	8	100%	100%	100%	100%
% of appeal cases prepared within mandated time limits	10	99%	99%	100%	100%
% of reopened cases processed within 3 days	11	99%	99%	100%	100%

CRIMINAL COURT PROCESSING CENTER

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Type of Expenditure</u>				
Personal Services	\$ 8,835,093	\$ 9,009,883	\$ 9,301,423	\$ 10,011,919
Operating Expenditures	28,289	13,572	33,094	20,975
Capital Equipment	-	-	-	-
Total	\$ 8,863,382	\$ 9,023,455	\$ 9,334,517	\$ 10,032,894

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Funding Source</u>				
Board Funding	\$ 18,440	\$ 5,344	\$ 20,619	\$ 8,500
Court Fees Funding	8,844,943	9,018,110	9,313,898	10,024,394
Total	\$ 8,863,382	\$ 9,023,455	\$ 9,334,517	\$ 10,032,894

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Positions</u>				
Court Fees Funding	156	153	150	155
Total	156	153	150	155

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.

Three positions were transferred to other Court departments in the FY 2019 budget. One position was transferred to Training and Development in FY 2020 and two positions were eliminated. Five positions were transferred in during the FY 2021 budget - four positions came from the Civil Court Processing Center and one came from the Procedures and Training Center.

The FY 2020 and FY 2021 budgets reflect continuation funding.

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 18	Actual FY 19	Projected FY 20	Projected FY 21
Workload/Demand:					
# of probate case filed	1	5,686	5,228	5,489	5,764
# of guardianship audits (Accountings)	2	1,623	1,714	1,660	1,679
# of guardianship audits (Plan of Person)	3	2,055	2,518	2,644	2,776
# of new injunctions	4	6,968	6,838	7161	7242
# of photocopies of temporary orders, permanent orders, and orders of dismissal for distribution	4	721,041	404,738	364,264	327,838
# of new mental health cases filed	5	6,904	7,835	8,227	8,638
Efficiency:					
# of probate case filed per FTE	1	1,895	1,743	1,830	1,921
# of guardianship audits (Accountings) per FTE	2	1,623	1,714	1,660	1,679
# of guardianship audits (Plan of Person) per FTE	3	514	630	661	694
# of new injunctions per FTE	4	2,323	2,279	2,387	2,414
# of new mental health cases filed per FTE	5	1,161	1,140	1,194	1,207
Effectiveness:					
# of probate case entered within 2 days	1	100%	100%	100%	100%
# of guardianship audits (Accountings) within 90 days	2	100%	100%	100%	100%
# of guardianship audits (Plan of Person) within 30 ays	3	100%	100%	100%	100%
# of new injunctions entered within 3 days	4	100%	100%	100%	100%
# of new mental health cases entered within 2 days	5	100%	100%	100%	100%

SOCIAL SERVICE-RELATED PROCESSING CENTER

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Type of Expenditure</u>				
Personal Services	\$ 1,487,055	\$ 1,576,232	\$ 1,603,466	\$ 1,676,220
Operating Expenditures	29,476	25,085	31,259	28,500
Capital Equipment	-	-	-	-
Total	\$ 1,516,531	\$ 1,601,317	\$ 1,634,725	\$ 1,704,720

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Funding Source</u>				
Board Funding	\$ 4,523	\$ 1,765	\$ 5,259	\$ 2,500
Court Fees Funding	1,512,008	1,599,552	1,629,466	1,702,220
Total	\$ 1,516,531	\$ 1,601,317	\$ 1,634,725	\$ 1,704,720

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Positions</u>				
Court Fees Funding	23	23	23	23
Total	23	23	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.

The FY 2020 and FY 2021 budgets reflect continuation funding.



NON-DEPARTMENTAL ACCOUNTS



CLERK OF COURT/COMPTROLLER, HILLSBOROUGH COUNTY

NON-DEPARTMENTAL ACCOUNTS

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>Board Funding</u>				
Property Insurance	\$ 20,053	\$ 23,128	\$ 29,000	\$ 29,000
Equipment Maintenance	16,764	-	-	-
Call Center Enhancements	23,690	-	-	-
Computer Software Agreements	235,490	151,591	-	-
Computer & Network Equipment	436,099	678,297	-	-
Replace End-of-Life Equipment	558,455	758,950	-	-
Replace Mail Services Folder/Inserter	142,619	-	-	-
Network Security Enhancements	150,566	-	-	-
Replace Official Records System	11,700	-	-	-
Intranet & Website Enhancements	70,000	-	-	-
Other Operating Expenditures	56,930	44,152	248,000	215,000
Professional Consulting Services	-	10,853	-	-
Replace Van at End of Life	-	31,858	-	-
Currency Recyclers for Court locations	-	133,230	-	-
Furniture Replacement	-	32,771	-	-
Classification and Compensation Study	-	-	296,165	544,299
County Employee Wellness Incentives	-	51,550	75,000	75,000
Residual Equity to BOCC	895,579	1,105,762	-	-
Total Board Funding	\$ 2,617,945	\$ 3,022,142	\$ 648,165	\$ 863,299

<u>Court Fees Funding</u>				
Transfer to CCOC Trust Fund	\$ 5,666,602	\$ 3,673,642	\$ 215,508	\$ 349,599
Title IV-D Allocated Out	(1,096,486)	(1,462,445)	(1,488,200)	(1,499,234)
Juror Costs	236,566	239,517	260,362	254,000
Classification and Compensation Study	-	-	1,461,491	904,997
Total Court Fees Funding	\$ 4,806,683	\$ 2,450,715	\$ 449,161	\$ 9,362

<u>Allocated</u>				
Classification and Compensation Study	\$ -	\$ -	\$ -	\$ 413,334
Clerk's Salary	168,379	170,011	175,111	181,504
Clerk's Benefits & Taxes	91,318	96,107	98,484	103,208
General Liability Insurance	89,895	99,600	115,000	150,000
Retiree Health Insurance Subsidy	29,880	31,985	47,000	47,000
Employee Awards Program	11,312	33,685	50,000	50,000
Public Awareness Programs	616	2,717	10,000	10,000
Other Operating Costs	36	991	3,000	3,000
Total Allocated	\$ 391,436	\$ 435,097	\$ 498,595	\$ 958,046

NON-DEPARTMENTAL ACCOUNTS

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
<u>General Government</u>				
Excess Fees to BOCC	\$ 443,440	\$ 1,316,969	\$ 81,000	\$ 86,340
Title IV-D Allocated In	1,096,486	1,462,445	1,488,200	1,499,234
Legal expenses	300,000	200,000	-	-
County Employee Wellness Incentives	92,180	-	-	-
Other Operating Costs	3,372	17,546	1,000	100,000
Replace Official Records System	404,820	217,585	-	-
Adult Pre-Arrest Diversion Program	2,366	-	-	-
OnBase Workview Licenses	-	16,480	-	-
Splash BI software	-	32,788	-	-
E-Certify Software	-	6,950	-	-
Additional OnBase Development costs	-	59,540	-	-
Banking Service Fees	-	-	16,000	16,000
Classification and Compensation Study	-	-	160,441	187,477
Total General Government	\$ 2,342,664	\$ 3,330,303	\$ 1,746,641	\$ 1,889,051
<u>Trust Fund Reserves</u>				
Court Technology	\$ 2,624,796	\$ 3,210,787	\$ 3,086,366	\$ 3,850,723
Public Records Modernization	3,280,889	3,398,209	3,761,850	2,793,634
Foreclosure Public Education	24,707	26,237	28,000	23,400
Court Operations Special Revenue	-	-	-	2,181,482
Total Reserves	\$ 5,930,393	\$ 6,635,233	\$ 6,876,216	\$ 8,849,239

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 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.

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

GLOSSARY OF TERMS

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.

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.

GLOSSARY OF TERMS

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.