

Hillsborough County, Florida Clerk of Circuit Court / Comptroller



Annual Budget

October 1, 2019—September 30, 2020

Planned Budget

October 1, 2020—September 30, 2021



January 27, 2020



I am pleased to present the budget for the Hillsborough County Clerk of the Circuit Court/Comptroller for Fiscal Year (FY) 2020.

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

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

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

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

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

Clerk of the Circuit and County Court

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

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

The Clerk's budget associated with court-related functions is prepared each fiscal year running from October 1st to September 30th. For the FY 2020 year, the budget is reviewed and approved by the Clerk of Courts Operations Corporation (CCOC). By law, the Board is responsible for funding communication services, multi-agency criminal justice information systems, and the construction, lease, maintenance, utilities, and security of facilities for the circuit and county courts, Public Defender, State Attorney, and Clerk. In addition, the Board is responsible for funding any local court-related programs.

The Court departments docket 8.3 million events a year, file 309,000 new court cases, reopen 67,000 cases, receive 1,200 Notices of Appeal and serve 256,000 customers in person. In addition, Jury Services issues 89,000 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 850 tax certificates a year and conducts 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 serves 12 County Agencies and pays approximately 179,000 invoices per year (including 37,800 purchasing card transactions) with 99% paid within 10 days of receipt.

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

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

The Revenue and Treasury function manages an approximate \$1.9 billion investment portfolio consisting of money market accounts, treasuries, agencies, commercial paper, corporate bonds, and the State's local government investment pool. This function also manages banking relationships related to the 14 bank accounts held on behalf of the Board and 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 172 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 37 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 16 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, representing over \$300 million in gross wages. The department issues 153,200 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 2,400 VAB petitions a year, representing 2,700 parcels. They hold 1,200 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 357 applications for appointments to the 49 boards and councils as terms expire or positions become vacant and distributes 8,600 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 13,000 vendor invoices and court orders for payment, and pays 13,600 jurors & witnesses.

County Auditor

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

The County Audit Department issues 32 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 514,000 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 10,500 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 7,200 passport applications a year.

Support Services

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

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

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

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

During a typical year, the Human Resources Department provides services to 684 funded positions, coordinates 106 recruitments, reviews 10,600 applications, administers 45 onboarding meetings and 10 new hire group orientations, administers 9 pre-disciplinary hearings, completes 177 background checks, administers 400 leaves of absence (FMLA, medical and other), processes 75 separations and 75 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 866,000 pieces of mail, 5,000 boxes, 775,000 envelopes of inter-office mail, and 20,000 pieces of express/accountable mail. In addition, the Mail Services Department processes more than 1.6 million pieces of out-going mail representing \$800,000 in postage per year.

During FY 2020, Mail Services plans to start testing paperless mail delivery in certain locations, where incoming mail is scanned and delivered to recipients via OnBase rather than in person.

Funding Clerk Operations

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

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

The **Board** provides funding for the following: accountant to the Board (County Finance); minutes and the management of Board records (BOCC Records); VAB administration; statute-required funding for the courts; optional local court programs such as drug court, County Audit, Payroll, 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 & fees available on September 30th of each year are returned to the State Clerk of Courts Trust Fund.

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

Sincerely,



Pat Frank
Clerk of the Circuit Court/Comptroller

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HILLSBOROUGH COUNTY FACTS

GEOGRAPHY AND DEMOGRAPHICS

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

The unincorporated area encompasses 87% of the total county land area. The municipalities of Tampa (the county seat), Temple Terrace and Plant City account for the remainder. According to the latest estimates from the University of Florida's Bureau of Economic and Business Research, the county's estimated population as of April 1, 2019 was 1,444,870, making it the fourth most populous county in the state. Of this population, 988,250 (68%) live in the unincorporated area. Hillsborough County's population increased by 215,644 residents between 2010 and 2019, a 17.5% increase.

A RICH HISTORY

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

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

THE COUNTY'S ECONOMY

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

HILLSBOROUGH COUNTY FACTS

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

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

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

GOVERNING THE COUNTY

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

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

In addition to the Commissioners, citizens also elect five Constitutional Officers: Tax Collector, Property Appraiser, Clerk of the Circuit Court/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

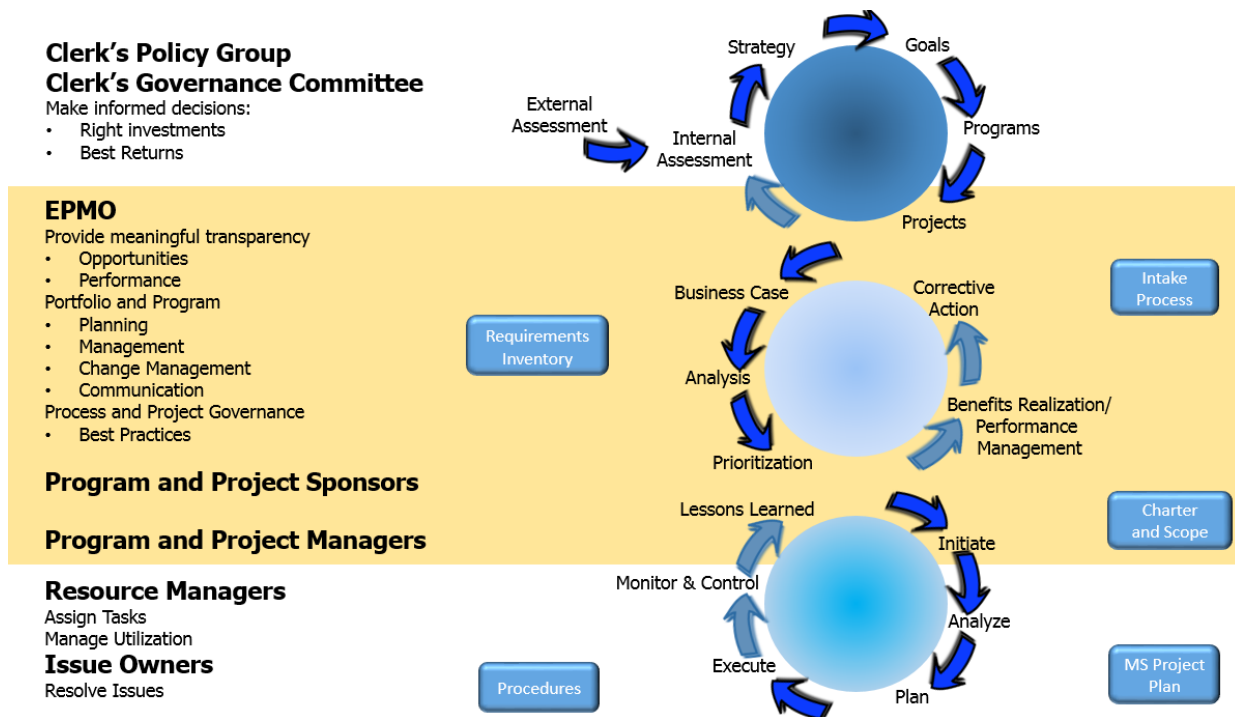
Goals:

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. In FY 2020, this Committee is comprised of only the Clerk's Executive team. 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.

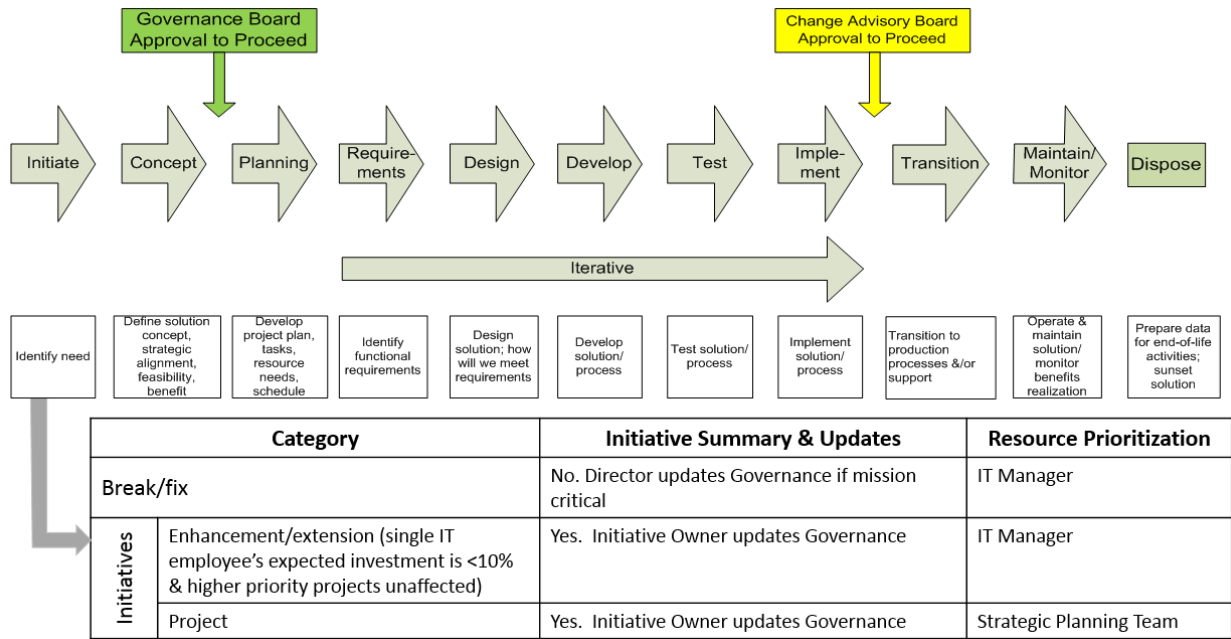
Urgency				
L	M	H		
3	2	1	H	Importance
4	3	2	M	
6	5	3	L	

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.

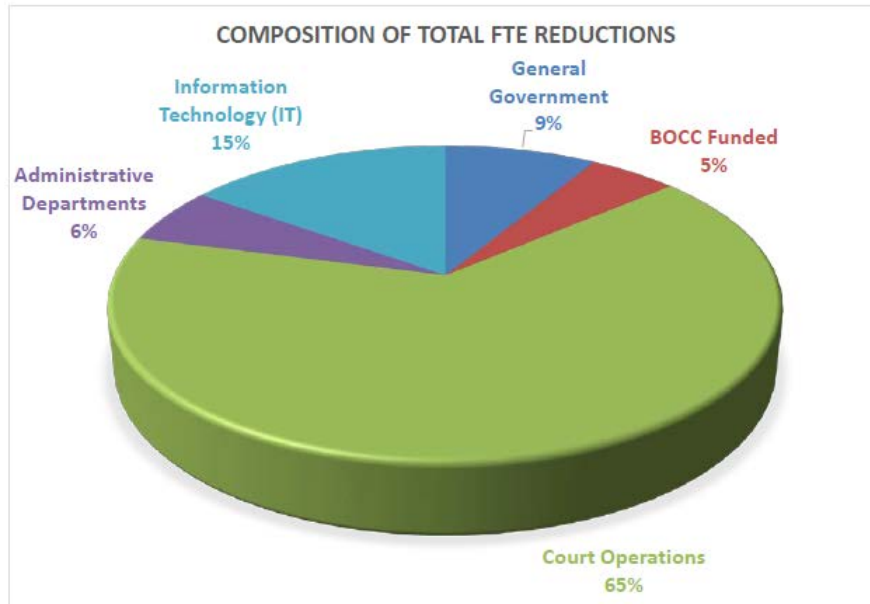
FACTORS AFFECTING STRATEGIC BUDGET DECISIONS

Since 2007, we have eliminated 277 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	DELTA FY 07-20
General Government Departments	84	94	76	56	56	55	53	55	56	57	56	60	60	60	(24)
BOCC Funded Departments	121	119	115	111	111	111	108	108	108	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	(181)
Administrative Departments (Admin, Accounting, HR, etc)	80	77	75	73	74	73	70	73	63	61	56	56	62	64	(16)
Information Technology (IT)	97	86	86	69	69	65	57	56	56	55	55	55	55	55	(42)
TOTAL BUDGETED POSITIONS	961	954	937	823	821	816	790	789	766	738	699	686	686	684	(277)
<i>Year-to-Year change</i>			(7)	(17)	(114)	(2)	(5)	(26)	(1)	(23)	(28)	(39)	(13)	0	(2)

Of the positions eliminated, 65% have come from Court Operations due to statewide revenue shortfalls, especially related to Civil Traffic citation collections. The next largest operational impact is in our Information Technology (IT) department. The chart below shows the distribution of FTE eliminations by 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%.

FACTORS AFFECTING STRATEGIC BUDGET DECISIONS

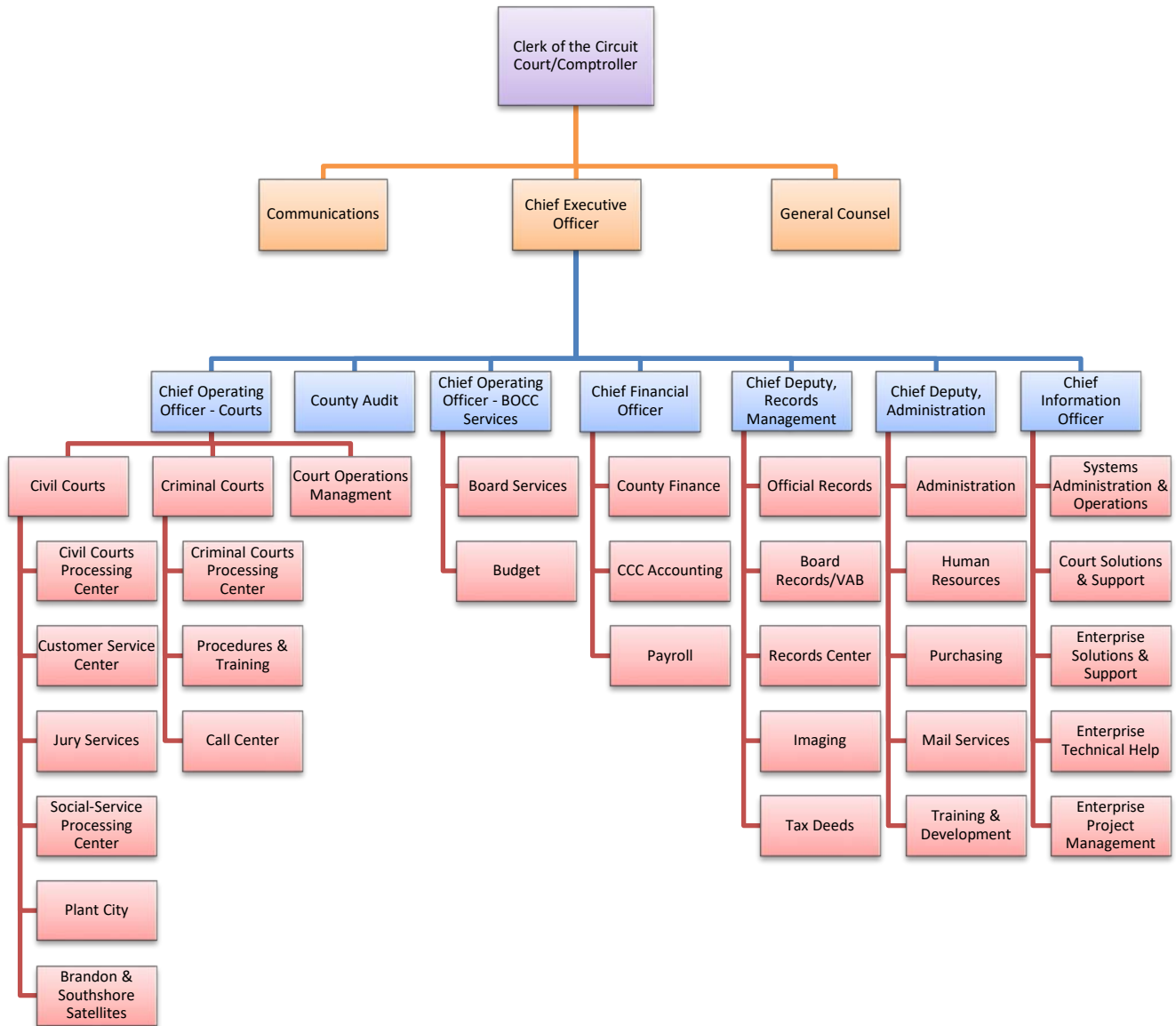
The table below shows the Court Operations expenditure budget for the four most recent fiscal years. It's worth noting that the current budget is 5.7% more than the FY 2011 Courts budget, in spite of escalating retirement system contribution costs, health care costs that have nearly doubled and modest pay increases of 3%.

	FY 2017	FY 2018	FY 2019	FY 2020	4-year increase	4-year % increase
Court Operations Budget	28,475,677	27,623,677	28,655,948	30,371,591	1,895,914	6.7%
	FY 2011	FY 2020	10-year Increase	10-year % increase		
Court Operations Budget	28,744,626	30,371,591	1,626,965	5.7%		

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** – During FY 2017, we developed in-house training for our customer-facing positions and Courts employees, primarily spear-headed by our Training and Procedures Department. We also began to focus on cross-training employees in areas outside of their normal responsibilities in our Information Technology, Courts, and Accounting departments. In FY 2019, we separated the training positions from the Training and Procedures department and created a Training & Development Department. These employees developed and taught classes to all employees, rather than just Courts employees. Dozens of classes are now offered in the areas of legal training, management, software applications, public speaking, court operations, safety, accounting and budget. During FY 2020, we will continue to broaden our training program. 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 obtaining current systems in all business areas. These systems have automated many of the processes previously done manually. Because we rely extensively on our technology software and equipment, our competent IT professionals and our network infrastructure, we will continually look for opportunities to leverage our technological capabilities.
- **Paperless** – All of our departments have worked tirelessly in the past few years to reduce our need for paper with great success. This is allowing us to route documents faster, to eliminate additional storage needs at our records warehouse, and to provide greater access to information by making it available online to appropriate parties, while simultaneously reducing paper and printing costs across the organization. Devoting time and resources to this endeavor will remain important to our office for the foreseeable future.

ORGANIZATION CHART



BUDGET HIGHLIGHTS

The FY 2020 Adopted Budget for the Hillsborough County Clerk of the Circuit Court is \$70.4 million compared to the FY 2019 Adopted Budget of \$69.5 million. A comparison of the two years is shown in the table below.

Expenditure Category	FY19 Adopted Budget	FY20 Adopted Budget	Increase/ (Decrease)
Personnel	\$50,244,247	\$52,726,630	\$2,482,383
Operating	10,137,323	9,389,791	(\$747,532)
Capital	919,501	1,106,457	\$186,956
Excess due to County/State	2,764,782	296,508	(\$2,468,274)
Fund Reserves	5,449,038	6,876,216	\$1,427,178
Grand Total	\$69,514,891	\$70,395,602	\$880,711

THE BUDGET CYCLE

The FY 2020 Budget Process began in January 2019 with Department Directors preparing budget requests for each service they provide. Directors prepare their request for operating and capital line items; the Budget Manager prepares the personnel budgets for all departments. Budget submissions were due from all departments on March 13. The key dates in the budget calendar are presented below.

Preparation Phase:

January 30	Distribute instructions and forms to Directors and Chiefs
February 8-15	Budget Training
March 13	Budget submissions due from departments

Review Phase:

March 19 – April 16	Departmental Budget reviews with the Clerk & Governance Committee
April 17 – 29	Finalize Clerk’s Board and Courts Budgets
May 1	Clerk’s Board Budget submitted to BOCC
May 1	Clerk’s Courts Budget submitted to CCOC

Public Adoption Phase:

June 5	Delivery of County Administrator’s Recommended Budget to BOCC
July 18	BOCC Budget Public Hearing 6:00 pm
July 25	BOCC Budget Reconciliation workshop to set TRIM rates 9:00 am-4:30 pm
August 1 – 29	Finalize Clerk’s General Government & Trust Fund Budgets
August 7	State Revenue Estimating Conference (REC) adopts Clerk’s statewide revenue estimates for FY20
August 30	Total Clerk’s Budget Due to be Filed with BOCC
September 12	BOCC Budget Public Hearing to adopt tentative millages and budget (6 pm)
September 19	BOCC Budget Public Hearing to adopt final millages and budget (6 pm)
September 30	CCOC sets Courts Budget Authority
October 1	Deadline for final Courts Budget Approval by CCOC and Board budget approval from BOCC

BUDGET HIGHLIGHTS

General Government departments requested a continuation budget for FY 2020, which was approved as submitted.

Board-funded departments requested a continuation budget for FY 2020, which was approved as submitted.

Court-funded departments received a budget increase of \$1,715,643 from the Clerk of Courts Operations Corporation (CCOC), based on a projected increase in statewide court revenue. This is the second time in seven years that we did not have to eliminate positions in Courts in response to a budget reduction.

FUNDING PRIORITIES

The highest priority of the Clerk's Office for the FY 2020 budget was to implement planned salary changes recommended through a compensation and classification study that was completed by Evergreen Solutions throughout FY 2019. Evergreen proposed realigning all pay grades in the organization beginning with FY 2020. The previous pay grades were adopted in October 2015 and were no longer competitive for most positions. Evergreen provided a five phase approach to address pay compression caused by not giving employees pay increases for two or three years, and compounded by systematically increasing the starting pay from \$12.66 in 2016 to \$15 in 2019. We expect to take a multi-year approach for implementing the recommendations from Evergreen if revenues are available to support the pay increases. In the FY 2020 budget, we budgeted \$160,000 in General Government, \$296,000 in Board funding and \$1.4 million in Courts funding to implement some of the recommended salary changes.

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

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

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

BUDGET SUMMARY

BUDGET SOURCES & USES - ALL FUNDS

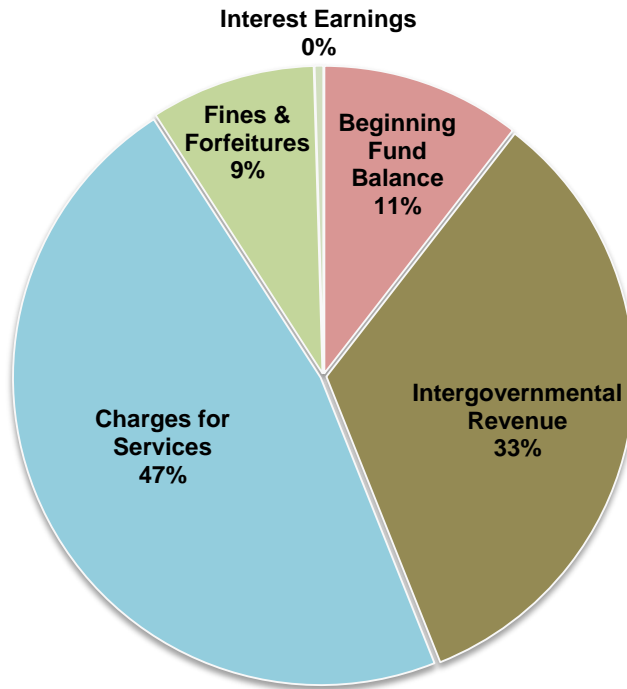
	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
<u>Sources</u>				
Beginning Fund Balance	\$ 5,244,250	\$ 5,891,640	\$ 7,387,620	\$ 6,876,216
<u>Revenues</u>				
Intergovernmental Revenue	\$ 21,554,339	23,723,306	23,561,982	24,033,610
Charges for Services	\$ 35,740,440	33,166,185	33,021,300	35,971,653
Fines & Forfeitures	\$ 6,065,374	6,651,000	6,105,100	6,105,100
Interest Earnings	\$ 176,349	82,760	319,600	322,750
Total Revenue	\$ 68,780,753	\$ 69,514,891	\$ 70,395,602	\$ 73,309,329
<u>Uses</u>				
<u>Expenditures</u>				
Personal Services	\$ 45,518,467	\$ 50,244,247	\$ 52,726,630	\$ 53,655,887
Operating Expenditures	8,198,213	10,137,323	9,389,791	9,096,668
Capital Outlay	2,128,060	919,501	1,106,457	1,172,909
<u>Non-Expenditures</u>				
Transfer to State & County	6,189,833	2,764,782	296,508	1,376,040
State Funds Carryforward	815,789	-	-	-
Reserve for Future Projects	5,930,392	5,449,038	6,876,216	8,007,825
Total Expenditures	\$ 68,780,753	\$ 69,514,891	\$ 70,395,602	\$ 73,309,329

BUDGETED POSITIONS - ALL FUNDS

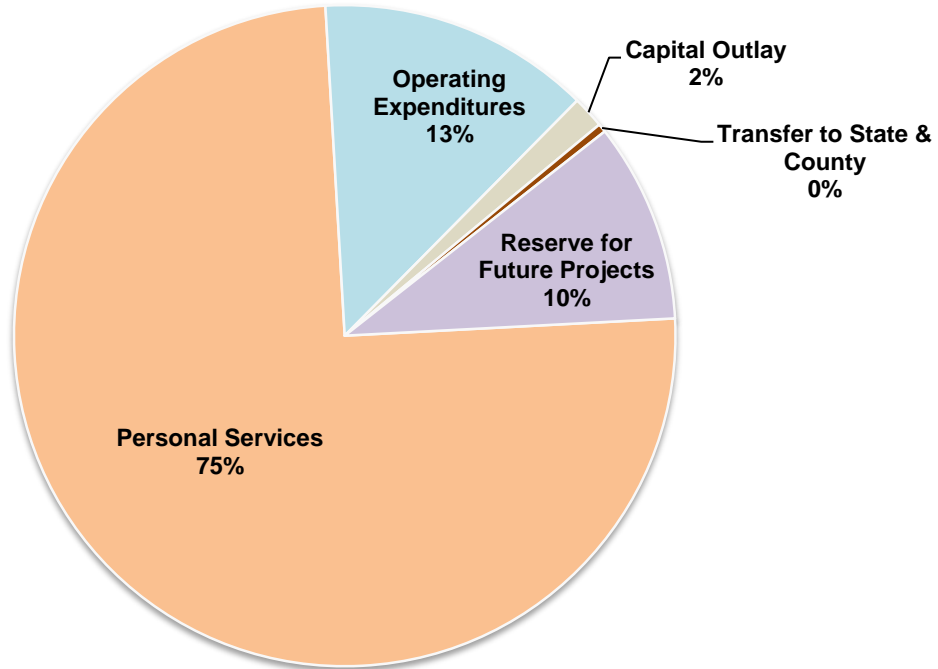
	FY 18 Adopted	FY 19 Adopted	FY 20 Adopted	FY 21 Adopted
<u>Funding Source</u>				
Board Funding	107	107	107	107
Court Fees Funding	408	402	398	398
General Government Funding	60	60	60	60
Allocated Departments	111	117	119	119
Total Positions	686	686	684	684

BUDGET SUMMARY

FY 2020 Budget Sources - All Funds



FY 2020 Budget Uses - All Funds

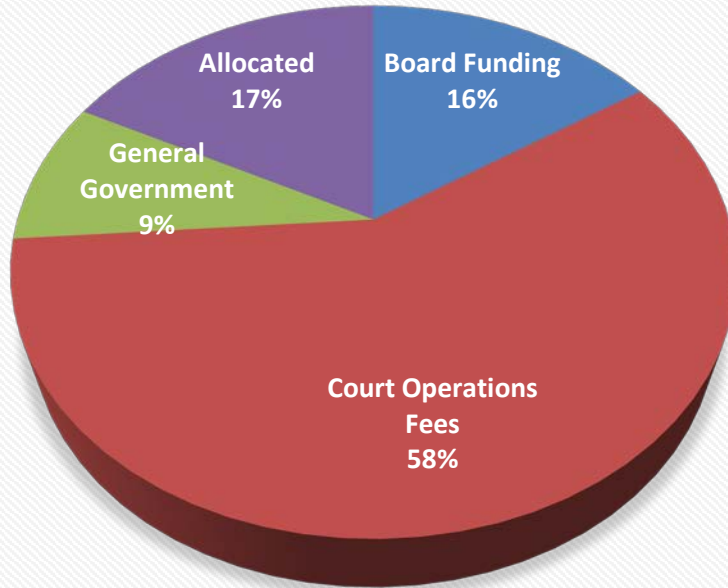


POSITION SUMMARY

	<u>FY 18 Adopted</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Adopted</u>
<u>Board Funding</u>				
Value Adjustment Board	5.0	5.0	5.0	5.0
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	10.0
County Finance	55.0	55.0	55.0	55.0
Board Records	6.0	6.0	6.0	6.0
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	38.0
Plant City	2.0	2.0	2.0	2.0
Brandon & Southshore Regional Svc Ctrs	7.0	7.0	7.0	7.0
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 Regional 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	68.0
Centralized Procedures & Training	11.0	7.0	7.0	7.0
Criminal Court Processing Center	156.0	153.0	150.0	150.0
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	8.0
Human Resources	7.0	7.0	8.0	8.0
Purchasing	-	-	2.5	2.5
Mail Services & Purchasing	6.0	6.0	4.5	4.5
CCC Accounting	26.0	26.0	26.0	26.0
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	7.0
Total	111.0	117.0	119.0	119.0
Funded Positions	686.0	686.0	684.0	684.0

POSITION SUMMARY

Positions by Funding Source FY 2020



FUND SUMMARY

OPERATING FUNDS

	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
<u>Sources</u>				
Intergovernmental Revenue - Federal	\$ 1,062,130	\$ 1,300,000	\$ 1,488,200	\$ 1,357,680
Intergovernmental Revenue - State	482,720	1,378,851	488,729	600,891
Intergovernmental Revenue - County	20,009,490	21,044,455	21,585,053	22,075,039
Charges for Services - General Govt	7,230,239	7,010,450	7,155,400	7,226,753
Charges for Services - Courts	25,659,688	23,337,000	22,913,400	25,792,400
Fines & Forfeitures	6,065,374	6,651,000	6,105,100	6,105,100
Interest Earnings	115,555	39,600	178,000	181,150
Beginning Fund Balance	-	-	989,870	-
Total Revenue	\$ 60,625,195	\$ 60,761,356	\$ 60,903,752	\$ 63,339,013

Uses

Operating

Personal Services	\$ 44,645,059	\$ 49,280,712	\$ 51,751,252	\$ 52,665,488
Operating Expenditures	7,046,000	7,982,731	7,904,269	8,288,824
Capital Outlay	1,928,516	733,131	951,723	1,008,661

Non-Operating

Transfer to State	4,850,814	2,737,504	215,508	1,333,076
Transfer to County	1,339,019	27,278	81,000	42,964
State Funds Carryforward	815,789	-	-	-
Total Expenditures	\$ 60,625,195	\$ 60,761,356	\$ 60,903,752	\$ 63,339,013

TRUST FUNDS

	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
<u>Sources</u>				
Beginning Fund Balance	\$ 5,244,250	\$ 5,891,640	\$ 6,397,750	\$ 6,876,216
<u>Revenues</u>				
Charges for Services - Restricted	2,850,513	2,818,735	2,952,500	2,952,500
Fines & Forfeitures	-	-	-	-
Interest Earnings	60,795	43,160	141,600	141,600
Total Revenue	\$ 8,155,557	\$ 8,753,535	\$ 9,491,850	\$ 9,970,316

Uses

Operating

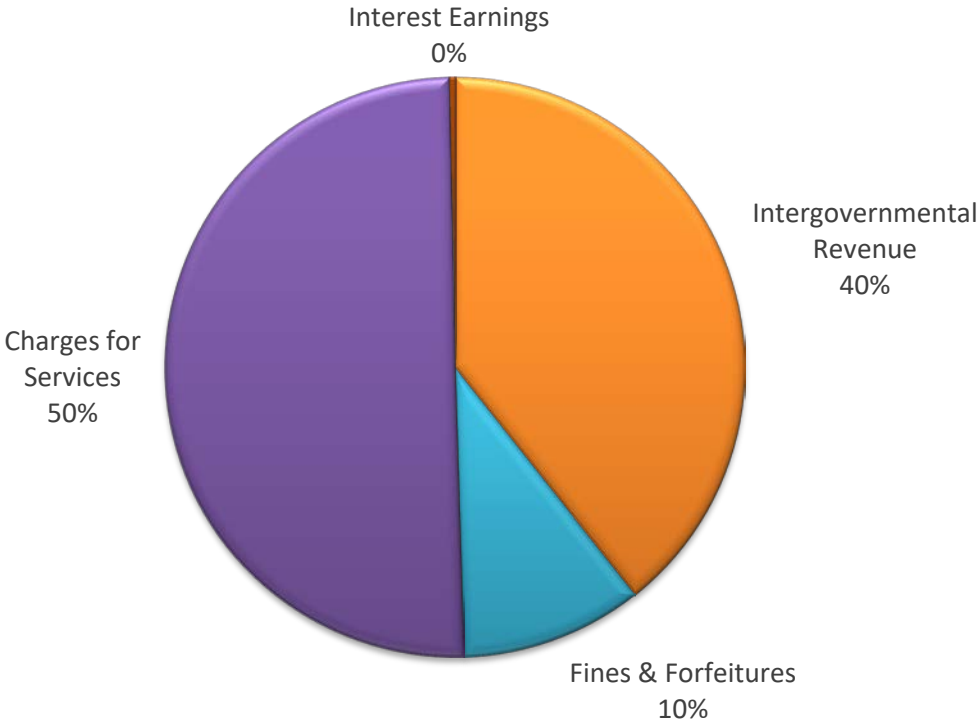
Personal Services	\$ 873,408	\$ 963,535	\$ 975,378	\$ 990,399
Operating Expenditures	549,942	707,263	685,522	707,844
Capital Outlay	99,105	116,370	154,734	164,248

Non-Operating

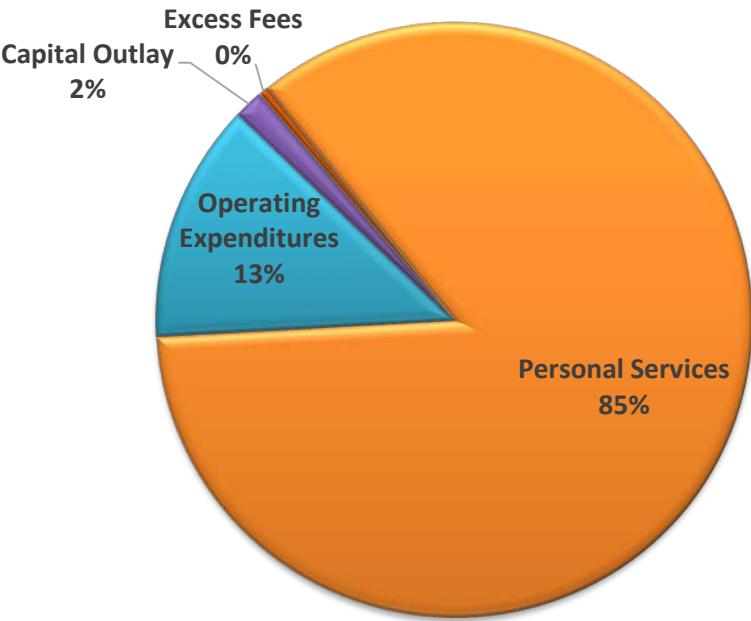
Technology Projects - Operating	602,271	1,447,329	800,000	100,000
Technology Projects - Equipment	100,439	70,000	-	-
Reserve for Future Projects	5,930,392	5,449,038	6,876,216	8,007,825
Total Expenditures	\$ 8,155,557	\$ 8,753,535	\$ 9,491,850	\$ 9,970,316

FUND SUMMARY

FY 2020 Operating Fund Sources

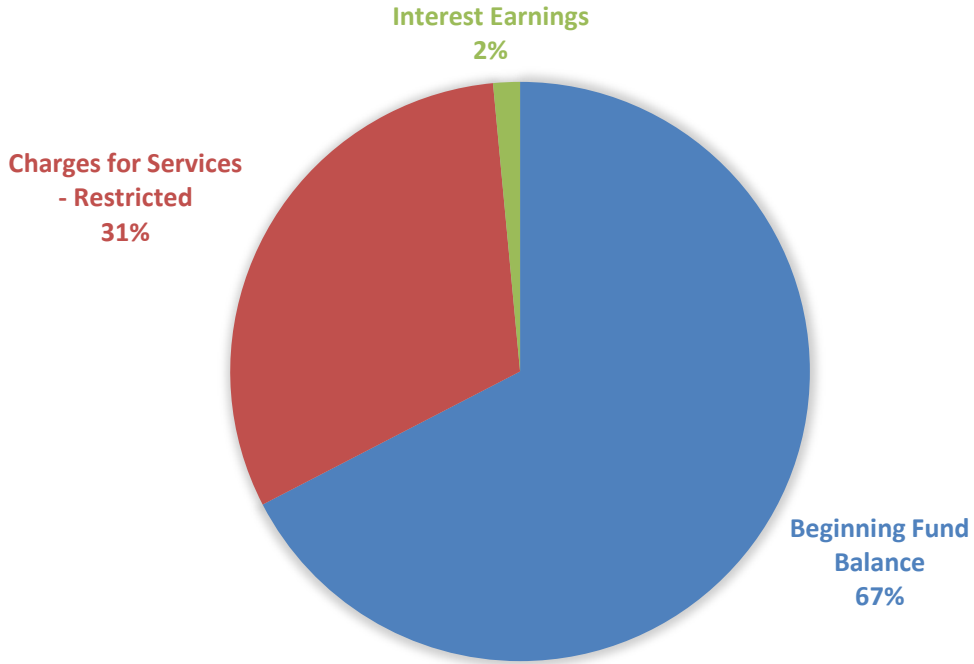


FY 2020 Operating Fund Uses

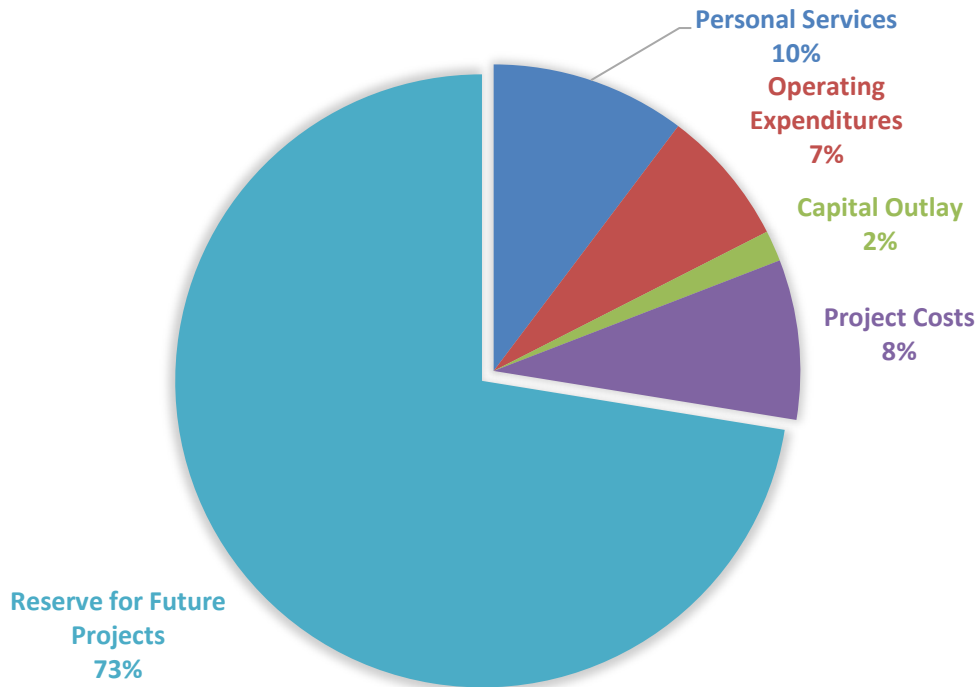


FUND SUMMARY

FY 20 Trust Fund Sources



FY 20 Trust Fund Uses



LINE ITEM DETAIL

<u>Account Title</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
<u>Personal Services</u>				
Executive Salaries	\$ 168,379	\$ 173,431	\$ 175,111	\$ 180,211
Salaries & Wages	27,440,916	34,267,289	35,928,548	36,571,242
Longevity Incentive	89,650	90,850	87,000	87,000
Cafeteria Benefits	1,665,241	1,795,792	1,792,477	1,811,274
Deferred Compensation	334,443	378,952	387,277	395,486
Workers Comp Pay	3,157	-	-	-
Overtime	549,123	30,500	30,500	30,500
Stipend	478,301	-	-	-
Annual Leave	2,800,643	-	-	-
Parental Paid Leave	18,435	-	-	-
FICA/Medicare Taxes	2,349,621	2,689,788	2,752,308	2,810,990
FRS Retirement	2,878,395	3,217,425	3,375,342	3,446,768
Health Insurance	6,116,845	6,912,206	7,586,448	7,699,452
Short and Long Term Disability	380,469	443,274	370,912	379,043
Employee Life Insurance	21,091	24,696	43,882	44,134
Workers Compensation Assessments	75,600	81,564	58,105	59,387
Unemployment Benefits	26,538	-	-	-
OPEB Liability Assessment	121,620	138,480	138,720	140,400
Personnel Service Allocated In - IT	5,971,300	6,633,052	6,719,018	6,822,218
Personnel Service Allocated In - Other	5,395,955	6,734,209	7,129,103	7,058,779
Personnel Service Allocated Out - IT	(5,971,300)	(6,633,052)	(6,719,018)	(6,822,218)
Personnel Service Allocated Out - Other	(5,395,955)	(6,734,209)	(7,129,103)	(7,058,779)
Personal Services Subtotal	<u>\$ 45,518,467</u>	<u>\$ 50,244,247</u>	<u>\$ 52,726,630</u>	<u>\$ 53,655,887</u>
<u>Operating Expenditures</u>				
Medical Exams		\$ 2,000	\$ 2,000	\$ 2,000
Legal/Attorneys	512,927	98,000	98,000	98,000
DP Services External	-	7,000	47,000	49,000
Computer Software Agreements	2,670,407	3,515,074	3,027,976	3,031,806
Investment Advisor	140,400	140,400	140,400	144,612
Other Professional Services	1,454,362	670,804	821,724	432,844
Accounting And Auditing	36,589	50,000	375,000	425,000
Contractual Non-Payroll Personnel	57,238	730,000	170,000	170,000
Other Contractual Services	53,867	94,997	111,310	36,310
Bank Services	25,005	84,180	100,180	100,180
Microfilm Services	27,607	38,000	50,000	75,000
Central Disbursement Unit	24,800	30,000	30,000	30,000
Retiree Health Insurance Subsidy	29,880	47,000	47,000	47,000
Vicinity Mileage	3,482	13,470	14,050	13,800
Airfare	-	1,000	1,000	1,000
Parking and Tolls	255	7,650	7,080	7,100
Other Travel Expenses	83,264	138,174	130,837	145,740
Fleet Fuel, Oil And Rental	16,098	19,538	19,924	20,846
Telecommunications	371,419	490,620	494,445	502,837
Telephone Equipment	62,068	-	-	-
Postage & Freight Services	473,582	505,227	502,582	505,240
Other Freight/Transport Costs	2,557	2,311	3,200	2,200
Armored Car Services	36,708	55,050	55,050	55,050
Utilities Service	-	400	400	400

LINE ITEM DETAIL

Account Title	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Rental Of Office Equipment	53,169	90,822	60,400	104,856
Rental Of Computer Software	10,588	11,200	11,772	11,885
Other Rentals And Leases	-	2,000	2,000	2,000
General Insurance	117,792	156,449	156,424	157,063
Maintenance Building/Facility	117,827	145,250	144,250	144,250
Maintenance Of Equipment	46,463	64,739	60,300	75,219
Maintenance Of Computer Equip	406,927	698,764	772,596	771,001
Facility Security/Alarm Services	15,287	20,100	18,600	18,600
Fleet Management Services	14,993	25,181	24,188	24,677
Printing And Binding	65,766	86,578	100,802	100,936
Court Adm Printing & Binding	-	2,000	2,000	2,000
Public Awareness Programs	979	10,000	10,000	10,000
Awards Program	103,491	200,000	125,000	125,000
Bad Debt And Bad Check Write-Off	2,115	-	-	-
Legal Advertising	4,195	6,490	6,900	6,900
Juror Compensation	230,640	340,000	255,000	340,000
Cash Over/Short	2,985	-	-	-
Other Operating Costs	12,934	307,527	259,095	259,095
Office Supplies & Minor Office Equip	184,484	214,656	203,297	201,413
Computer Software	152,036	188,950	15,700	15,700
General Oper Supplies & Minor Equip	7,716	34,100	28,310	28,746
DP Supplies & Minor DP Equip	355,791	406,360	522,456	453,144
Uniforms And Safety Apparel	3,019	7,144	6,736	7,063
Memberships And Dues	18,039	31,195	31,660	31,684
Books And Subscriptions	32,050	40,725	37,525	37,525
Training/Educational Costs	151,783	289,198	268,622	254,946
Employee Tuition Reimbursement	4,626	17,000	17,000	17,000
Operating Expense Allocated In - IT	3,712,479	4,827,551	4,680,974	4,834,546
Operating Expense Allocated In - Other	625,808	671,440	662,207	663,758
Operating Expense Allocated Out - IT	(3,712,479)	(4,827,551)	(4,680,974)	(4,834,546)
Operating Expense Allocated Out - Other	(625,808)	(671,440)	(662,207)	(663,758)
Operating Expenditure Subtotal	\$ 8,198,213	\$ 10,137,323	\$ 9,389,791	\$ 9,096,668
<i>Capital Outlay</i>				
Office Furniture And Equipment	\$ 141,135	\$ -	\$ -	\$ -
Computer Equipment	1,814,033	818,100	1,028,900	1,096,900
Fleet Equipment	39,660	48,401	40,557	41,509
Other Equipment	1,131	-	-	-
Installed Equipment	14,545	35,000	35,000	32,500
Computer Software Projects	117,555	18,000	2,000	2,000
Capital Outlay Allocated In - IT	677,655	801,100	1,065,900	1,131,400
Capital outlay Allocated Out - IT	(677,655)	(801,100)	(1,065,900)	(1,131,400)
Capital Outlay Subtotal	\$ 2,128,060	\$ 919,501	\$ 1,106,457	\$ 1,172,909
Transfer To BOCC	\$ 1,339,019	\$ 27,278	\$ 81,000	\$ 42,964
Transfer To State Of Fla	5,666,602	2,737,504	215,508	1,333,076
Designated Reserves	5,930,392	5,449,038	6,876,216	8,007,825
Grand Total	\$ 68,780,753	\$ 69,514,891	\$ 70,395,602	\$ 73,309,329

LINE ITEM DETAIL

FY 2020 BUDGET BY FUND

Account Title	Allocated Depts	Board Funded	General Government	Court Revenues	Trust Funds	Total All Funds
<u>Personal Services</u>						
Executive Salaries	\$ 175,111	\$ -	\$ -	\$ -	\$ -	\$ 175,111
Salaries & Wages	8,443,761	6,795,685	2,832,093	17,857,009	-	35,928,548
Retention Incentive	14,400	12,100	7,800	52,700	-	87,000
Cafeteria Benefits	338,693	286,056	154,743	1,012,985	-	1,792,477
Deferred Compensation	111,992	75,939	29,078	170,268	-	387,277
Overtime	-	10,500	-	20,000	-	30,500
FICA/Medicare Taxes	680,098	511,817	217,592	1,342,801	-	2,752,308
FRS Retirement	958,289	672,881	244,415	1,499,757	-	3,375,342
Health Insurance	1,489,272	1,282,140	650,082	4,164,954	-	7,586,448
Short and Long Term Disability	93,515	70,519	28,988	177,890	-	370,912
Employee Life Insurance	15,350	8,385	3,114	17,033	-	43,882
Workers Comp Assessments	14,480	10,986	4,536	28,103	-	58,105
OPEB Liability Assessment	24,960	21,360	12,120	80,280	-	138,720
Personnel Service Allocated In - IT	-	4,655,517	1,088,123	-	975,378	6,719,018
Personnel Service Allocated In - Other	-	1,062,746	2,083,879	3,982,478	-	7,129,103
Personnel Service Allocated Out - IT	(6,719,018)	-	-	-	-	(6,719,018)
Personnel Service Allocated Out - Other	(5,640,903)	-	-	(1,488,200)	-	(7,129,103)
Personal Services Subtotal	\$ -	\$15,476,631	\$ 7,356,563	\$28,918,058	\$ 975,378	\$52,726,630
<u>Operating Expenditures</u>						
Medical Exams	2,000	-	-	-	-	\$ 2,000
Legal/Attorneys	50,000	48,000	-	-	-	98,000
DP Services External	40,000	7,000	-	-	-	47,000
Computer Software Agreements	2,705,837	86,139	-	-	236,000	3,027,976
Investment Advisor	-	140,400	-	-	-	140,400
Other Professional Services	110,640	266,084	50,000	-	395,000	821,724
Accounting And Auditing	50,000	325,000	-	-	-	375,000
Contractual Non-Payroll Personnel	70,000	-	-	-	100,000	170,000
Other Contractual Services	8,000	-	-	28,310	75,000	111,310
Bank Services	-	84,180	16,000	-	-	100,180
Microfilm Services	-	50,000	-	-	-	50,000
Central Disbursement Unit	-	-	-	30,000	-	30,000
Retiree Health Insurance Subsidy	47,000	-	-	-	-	47,000
Vicinity Mileage	1,800	550	2,700	9,000	-	14,050
Airfare	-	1,000	-	-	-	1,000
Parking and Tolls	-	7,080	-	-	-	7,080
Other Travel Expenses	68,675	38,900	3,400	19,862	-	130,837
Fleet Fuel, Oil And Rental	1,200	18,724	-	-	-	19,924
Telecommunications	416,779	73,966	3,700	-	-	494,445
Postage & Freight Services	26,012	19,500	39,350	417,720	-	502,582
Other Freight/Transport Costs	2,200	1,000	-	-	-	3,200
Armored Car Services	50,000	5,050	-	-	-	55,050
Utilities Service	-	400	-	-	-	400
Rental Of Office Equipment	3,120	53,582	3,698	-	-	60,400
Rental Of Computer Software	8,000	3,772	-	-	-	11,772
Other Rentals And Leases	-	2,000	-	-	-	2,000
General Insurance	116,770	36,059	1,990	1,605	-	156,424
Maintenance Building/Facility	-	94,250	50,000	-	-	144,250
Maintenance Of Equipment	1,800	27,368	9,342	21,790	-	60,300
Maintenance Of Computer Equip	772,596	-	-	-	-	772,596
Facility Security/Alarm Services	12,000	6,600	-	-	-	18,600
Fleet Management Services	2,000	22,188	-	-	-	24,188
Printing And Binding	14,018	17,010	5,420	64,354	-	100,802
Court Adm Printing & Binding	-	-	-	2,000	-	2,000
Public Awareness Programs	10,000	-	-	-	-	10,000
Awards Program	50,000	75,000	-	-	-	125,000
Legal Advertising	1,900	5,000	-	-	-	6,900
Juror Compensation	-	-	-	255,000	-	255,000
Other Operating Costs	5,750	243,595	7,350	2,400	-	259,095

LINE ITEM DETAIL

FY 2020 BUDGET BY FUND

Account Title	Allocated Depts	Board Funded	General Government	Court Revenues	Trust Funds	Total All Funds
Office Supp & Minor Office Equip	29,302	40,509	23,495	109,991	-	203,297
Computer Software	13,000	2,200	-	500	-	15,700
General Oper Supp & Minor Equip	4,421	4,556	3,500	15,833	-	28,310
DP Supplies & Minor DP Equip	404,798	94,133	23,525	-	-	522,456
Uniforms And Safety Apparel	3,336	1,900	-	1,500	-	6,736
Memberships And Dues	21,355	9,105	1,200	-	-	31,660
Books And Subscriptions	6,550	29,825	150	1,000	-	37,525
Training/Educational Costs	195,322	62,550	5,600	5,150	-	268,622
Employee Tuition Reimbursement	17,000	-	-	-	-	17,000
Operating Expense Allocated In-IT	-	3,243,383	758,069	-	679,522	4,680,974
Operating Expense Allocated In-Other	-	124,760	69,929	467,518	-	662,207
Operating Expense Allocated Out-IT	(4,680,974)	-	-	-	-	(4,680,974)
Operating Expense Allocated Out-Other	(662,207)	-	-	-	-	(662,207)
Operating Expenditure Subtotal	\$ -	\$ 5,372,318	\$ 1,078,418	\$ 1,453,533	\$ 1,485,522	\$ 9,389,791
<u>Capital Outlay</u>						
Computer Equipment	1,028,900	-	\$ -	\$ -	-	\$ 1,028,900
Fleet Equipment	-	40,557	-	-	-	40,557
Installed Equipment	35,000	-	-	-	-	35,000
Computer Software	2,000	-	-	-	-	2,000
Capital Outlay Allocated In-IT	-	738,547	172,619	-	154,734	1,065,900
Capital Outlay Allocated Out-IT	(1,065,900)	-	-	-	-	(1,065,900)
Capital Outlay Subtotal	\$ -	\$ 779,104	\$ 172,619	\$ -	\$ 154,734	\$ 1,106,457
Transfer To BOCC	\$ -	\$ -	81,000	\$ -	\$ -	\$ 81,000
Transfer To State	-	-	-	215,508	-	215,508
Designated Reserves	-	-	-	-	6,876,216	6,876,216
Grand Total	\$ -	\$ 21,628,053	\$ 8,688,600	\$ 30,587,099	\$ 9,491,850	\$ 70,395,602

BUDGET PROCESS

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

BOCC PROCESS

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

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

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

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

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

BUDGET PROCESS

CCOC PROCESS

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

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

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

BUDGET PROCESS

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

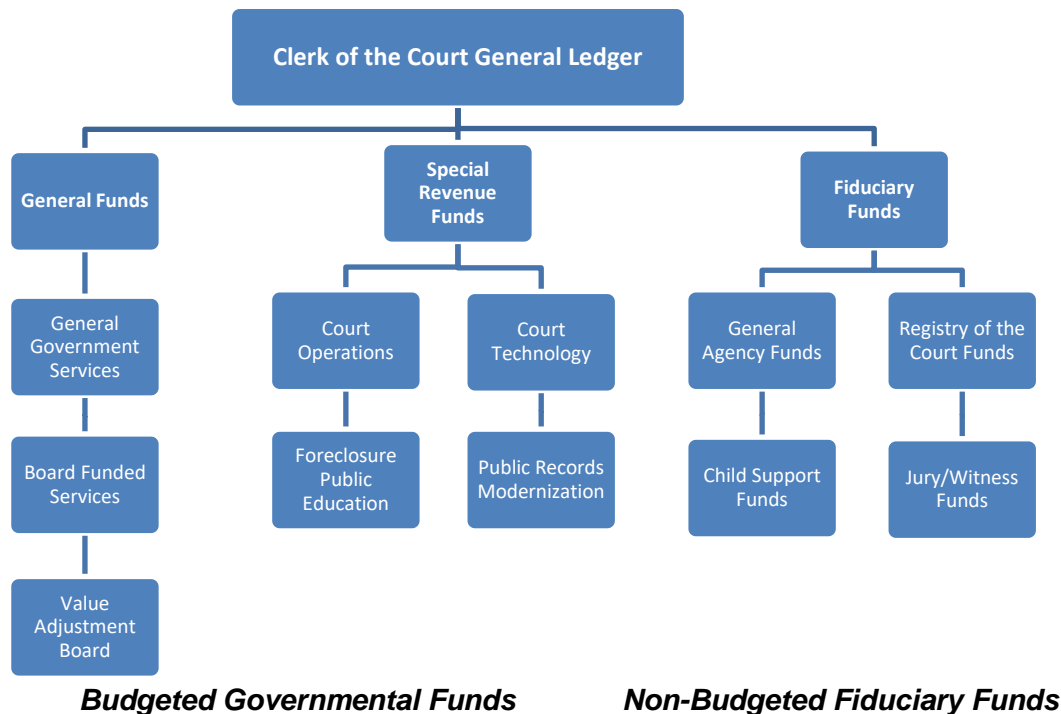
Fiduciary Fund Types:

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.

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
<u>Revenue by Type:</u>				
BOCC Funding - Clerk to Board	\$ 13,350,706	\$ 13,115,581	\$ 13,745,593	\$ 14,013,721
BOCC Funding - Circuit & County Court	5,962,128	7,222,429	7,125,931	7,344,161
BOCC Funding - VAB	696,656	706,445	713,529	717,157
BOCC Funding - Interest	44,631	-	43,000	45,700
Total Revenue	\$ 20,054,121	\$ 21,044,455	\$ 21,628,053	\$ 22,120,739
<u>Expenditures by Department:</u>				
<u>BOCC Services Costs</u>				
Value Adjustment Board	\$ 474,515	\$ 646,461	\$ 651,300	\$ 656,016
County Audit	803,064	884,924	928,852	946,615
Payroll	776,518	805,365	851,027	862,486
County Finance	4,465,755	5,047,224	5,512,759	5,616,083
Board Records	371,431	401,822	414,714	422,609
Enterprise Solutions and Support	1,150,120	1,218,546	1,324,270	1,340,254
Board Services	572,413	595,406	614,300	623,525
Purchasing	-	-	1,932	1,980
Mail Services & Purchasing	440,157	485,501	481,492	513,184
Non-Departmental Clerk to Board	-	280,222	174,165	174,165
Clerk to Board Overhead & IT	2,843,052	3,449,301	3,532,311	3,604,661
Clerk to Board Technology Projects	1,663,720	7,254	-	-
<u>Circuit Court Costs</u>				
Clerk's Administration	121,858	68,301	70,701	70,701
Human Resources	2,878	3,000	4,000	5,000
CCC Accounting	4,192	4,500	6,750	9,000
Training and Development	-	600	1,700	2,700
Official Records	780	8,600	8,600	8,600
Court Operations Management	32,528	93,450	97,005	95,055
Jury Services	1,642	3,550	4,423	5,295
Plant City	4,893	16,076	13,683	16,696
Brandon & Southshore Regional Svc Ctrs	8,496	9,000	11,544	13,870
Records Management	62,506	94,700	111,100	137,100
Imaging	1,347	1,500	2,150	3,000
Customer Service Center	9,719	6,500	12,070	17,635
Civil Court Processing Center	4,398	1,500	4,685	8,370
Criminal Court Processing Center	18,440	9,950	20,619	33,538
Social Service-Related Processing Center	4,523	2,500	5,259	8,017
Non-Departmental Circuit Court	58,847	704,400	474,000	469,000
Court Technology - IT	5,260,751	6,194,302	6,292,642	6,455,584
Total Expenditures	\$ 19,158,543	\$ 21,044,455	\$ 21,628,053	\$ 22,120,739
Residual Equity to BOCC	\$ 895,579	\$ -	\$ -	\$ -
Funded Positions	107	107	107	107

GENERAL GOVERNMENT FUND

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

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
<i>Revenue by Type:</i>				
Recording Fees	\$ 4,856,246	\$ 4,757,350	\$ 4,757,350	\$ 4,804,924
Other Recording Revenue	1,349,108	1,266,500	1,341,500	1,354,914
Marriage Licenses	458,298	471,700	480,650	485,456
Tax Deeds	118,716	118,000	132,700	134,027
Passports	240,725	219,700	260,700	263,307
Other Service Charges	197,446	157,200	162,500	164,125
IT Charges - External	9,700	20,000	20,000	20,000
Title IV-D Reimbursement	1,062,130	1,300,000	1,488,200	1,357,680
Interest Earnings	23,053	13,000	45,000	45,450
Total Revenue	\$ 8,315,422	\$ 8,323,450	\$ 8,688,600	\$ 8,629,883
<i>Expenditures by Department:</i>				
Clerk's Administration	\$ 173,247	\$ 138,136	\$ 142,546	\$ 144,441
Official Records	2,222,421	2,574,529	2,553,654	2,580,988
Plant City	160,902	167,227	177,459	182,305
Brandon & Southshore Regional Svc Ctrs	511,933	516,155	516,609	526,759
Tax Deeds	476,683	487,892	591,532	597,003
Imaging	255,134	259,293	275,740	277,606
General Gov't Overhead & IT	1,593,393	1,935,646	1,979,895	2,020,447
General Gov't Technology Projects	404,820	-	-	-
Title IV-D In (Family Law)	1,096,486	1,300,000	1,488,200	1,357,680
Non-Departmental Costs	395,551	224,000	177,441	177,441
IT Services - External	9,700	20,000	20,000	20,000
Civil Court Technology - IT	569,345	673,294	684,524	702,249
Adult Pre-Arrest Diversion Program	2,366	-	-	-
Total Expenditures	\$ 7,871,982	\$ 8,296,172	\$ 8,607,600	\$ 8,586,919
Transfer to BOCC (Excess Fees)	\$ 443,440	\$ 27,278	\$ 81,000	\$ 42,964
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.

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
<u>Revenue by Case Type:</u>				
State Appropriations - CCOC Trust Fund	\$ -	\$ 777,960	\$ -	\$ -
State Appropriations - Jury Services	482,720	600,891	488,729	600,891
Collections	20,307	20,600	18,500	18,500
Appeals	67,748	76,000	61,800	61,800
Probate	846,359	833,000	799,600	800,300
Circuit Criminal	706,617	700,100	682,400	682,400
County Criminal	890,439	842,800	865,600	865,600
Indigency Screening	5,361	5,200	5,400	5,400
Traffic	10,855,559	11,791,400	9,370,900	11,113,700
Juvenile	54,162	63,800	56,800	56,800
County Civil	11,092,686	8,912,400	10,171,700	10,963,700
Family Law	1,730,125	1,720,200	1,698,600	1,732,100
Circuit Civil	4,360,953	3,822,500	4,071,800	4,381,800
Non-Departmental	1,142,616	1,226,600	1,305,400	1,305,400
Total Revenue	\$ 32,255,652	\$ 31,393,451	\$ 29,597,229	\$ 32,588,391
<u>Expenditures by Department:</u>				
Court Operations Management	1,452,906	1,683,543	1,660,890	1,882,914
Jury Services	232,685	241,238	228,367	231,007
Plant City	1,049,921	1,086,040	1,164,667	1,177,698
Brandon & Southshore Regional Svc Ctrs	469,978	463,497	476,719	483,662
Records Center	412,137	533,539	546,591	552,975
Call Center	975,432	1,033,902	1,121,978	1,133,692
Customer Service Center	4,402,218	4,669,146	4,835,680	4,890,430
Civil Court Processing Center	3,921,270	4,121,627	4,204,989	4,317,133
Procedures & Training Center	680,497	474,096	504,697	509,585
Criminal Court Processing Center	8,844,943	9,114,326	9,313,898	9,574,910
Social Service-Related Processing Center	1,512,008	1,547,485	1,629,466	1,648,360
Courts Overhead	3,494,977	4,313,641	4,449,996	4,493,589
Non-Departmental	-	313,867	1,461,491	1,357,040
Juror Costs	236,566	360,000	260,362	360,000
Title IV-D Out (Family Law)	(1,096,486)	(1,300,000)	(1,488,200)	(1,357,680)
Total Expenditures	\$ 26,589,050	\$ 28,655,947	\$ 30,371,591	\$ 31,255,315
Beginning Fund Balance	\$ -	\$ -	\$ 989,870	\$ -
Excess Fees Transferred to State	4,850,814	2,737,504.00	215,508	1,333,076
Transfer to State (Excess Revenues)	\$ 815,789	\$ -	\$ -	\$ -
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.

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
<u>Revenue by Source:</u>				
BOCC Funding	\$ 8,103,803	\$ 9,643,603	\$ 9,824,953	\$ 10,060,245
Court Fees Funding	3,494,977	4,313,641	4,449,996	4,493,589
General Government	2,172,438	2,628,940	2,684,419	2,742,696
Court Technology TF	1,515,494	1,781,168	1,809,634	1,856,491
Court Operations TF	-	-	-	-
Total Revenue	\$ 15,286,712	\$ 18,367,352	\$ 18,769,002	\$ 19,153,021

Expenditures by Department:

Overhead

Clerk's Administration	\$ 1,290,070	\$ 1,591,203	\$ 1,451,138	\$ 1,466,489
Human Relations	671,869	719,869	734,167	741,377
Purchasing	-	-	204,799	209,145
Mail Services & Purchasing	329,131	366,359	288,617	288,280
CCC Accounting	1,707,051	1,945,367	2,007,200	2,021,005
Training and Development	-	395,856	498,092	504,059
Records Management	207,988	267,032	280,184	283,531
Call Center	327,733	323,843	340,318	344,649
Non-Departmental Allocations	131,739	225,000	225,000	225,000
Clerk (Executive)	259,697	271,120	273,595	281,322

Information Technology

Systems Administration & Operations	2,813,805	3,108,088	3,114,192	3,492,089
Court Solutions & Support	2,233,265	2,612,769	2,641,460	2,686,681
Enterprise Solutions & Support	2,205,230	2,451,758	2,236,937	2,302,470
Enterprise Technical Support	2,470,256	3,011,658	3,365,878	3,187,522
Enterprise Program Management Office	638,877	1,077,430	1,107,425	1,119,402

Total Expenditures	\$ 15,286,712	\$ 18,367,352	\$ 18,769,002	\$ 19,153,021
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Funded Positions	111	117	119	119
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COURT TECHNOLOGY TRUST FUND

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

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
<i>Revenue by Type:</i>				
Recording Fees	\$ 2,134,607	\$ 2,113,500	\$ 2,145,500	\$ 2,145,500
Interest Earnings	26,141	18,000	66,000	66,000
Total Revenue	\$ 2,160,748	\$ 2,131,500	\$ 2,211,500	\$ 2,211,500
<i>Expenditures:</i>				
Courts Technology Projects	28,060	100,000	375,000	100,000
Civil Court Technology - IT	1,515,494	1,781,168	1,809,634	1,856,491
Total Expenditures	\$ 1,543,553	\$ 1,881,168	\$ 2,184,634	\$ 1,956,491
Net Revenues over Expenditures	\$ 617,194	\$ 250,332	\$ 26,866	\$ 255,009
Beginning Fund Balance	\$ 2,007,602	\$ 2,591,840	\$ 3,059,500	\$ 3,086,366
Reserve for Future Projects	\$ 2,624,796	\$ 2,842,172	\$ 3,086,366	\$ 3,341,375

PUBLIC RECORDS MODERNIZATION TRUST FUND

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

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
<i>Revenue by Type:</i>				
Recording Fees	\$ 709,826	\$ 699,735	\$ 800,000	\$ 800,000
Interest Earnings	34,420	25,000	75,000	75,000
Total Revenue	744,245	724,735	875,000	875,000
<i>Expenditures:</i>				
Technology Projects - Operating	574,211	1,347,329	425,000	-
Technology Projects - Capital	100,439	70,000	-	-
Total Expenditures	\$ 674,650	\$ 1,417,329	\$ 425,000	\$ -
Net Revenues over Expenditures	\$ 69,595	\$ (692,594)	\$ 450,000	\$ 875,000
Beginning Fund Balance	\$ 3,211,294	\$ 3,275,000	\$ 3,311,850	\$ 3,761,850
Reserve for Future Projects	\$ 3,280,889	\$ 2,582,406	\$ 3,761,850	\$ 4,636,850

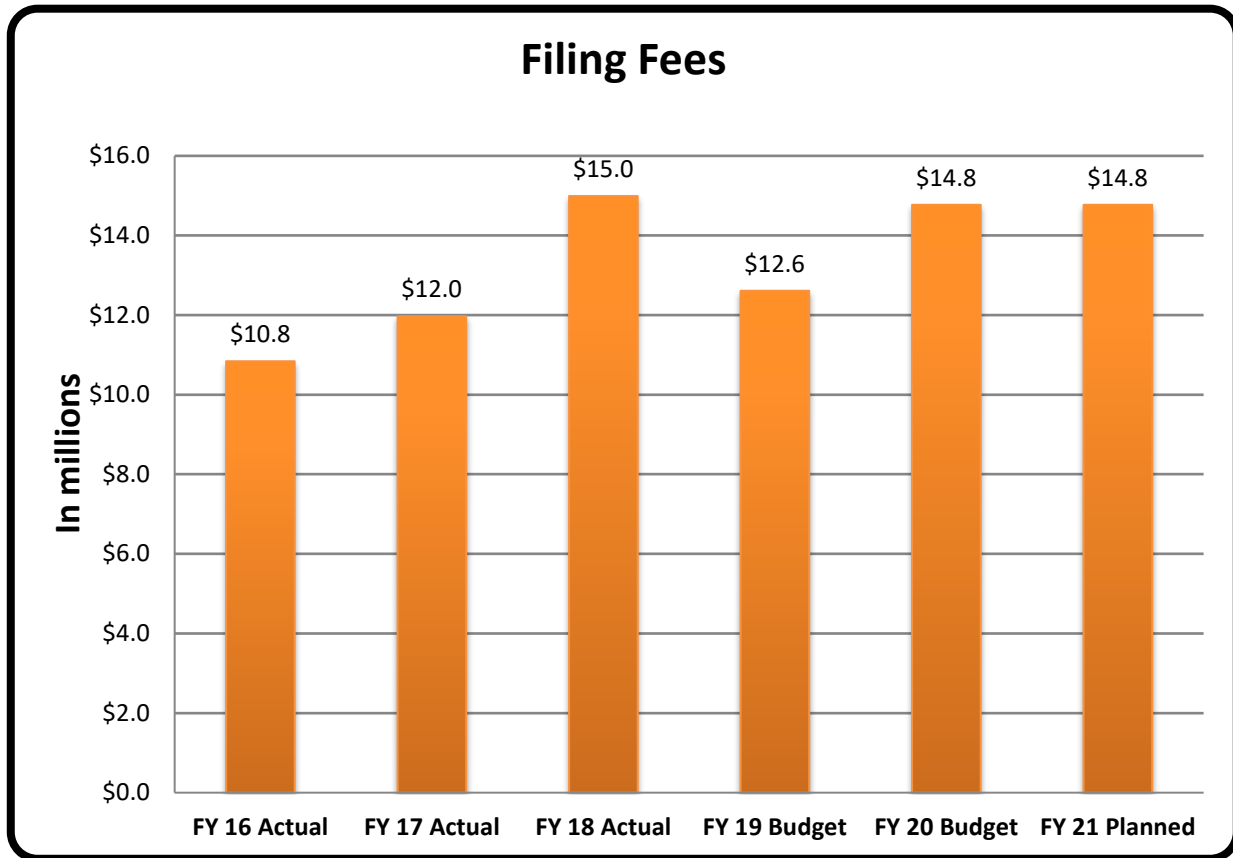
FORECLOSURE PUBLIC EDUCATION TRUST FUND

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.

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
<u>Revenue by Type:</u>				
Judicial Sales	\$ 6,080	\$ 5,500	\$ 7,000	\$ 7,000
Interest Earnings	234	160	600	600
Total Revenue	6,314	5,660	7,600	7,600
<u>Expenditures:</u>				
Public Education Materials	\$ 1,262	-	-	
Property Fraud Alert System	\$ 5,700	6,000	6,000	6,000
Total Expenditures	\$ 6,962	\$ 6,000	\$ 6,000	\$ 6,000
Net Revenues over Expenditures	\$ (647)	\$ (340)	\$ 1,600	\$ 1,600
Beginning Fund Balance	\$ 25,354	\$ 24,800	\$ 26,400	\$ 28,000
Reserve for Future Projects	\$ 24,707	\$ 24,460	\$ 28,000	\$ 29,600

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.

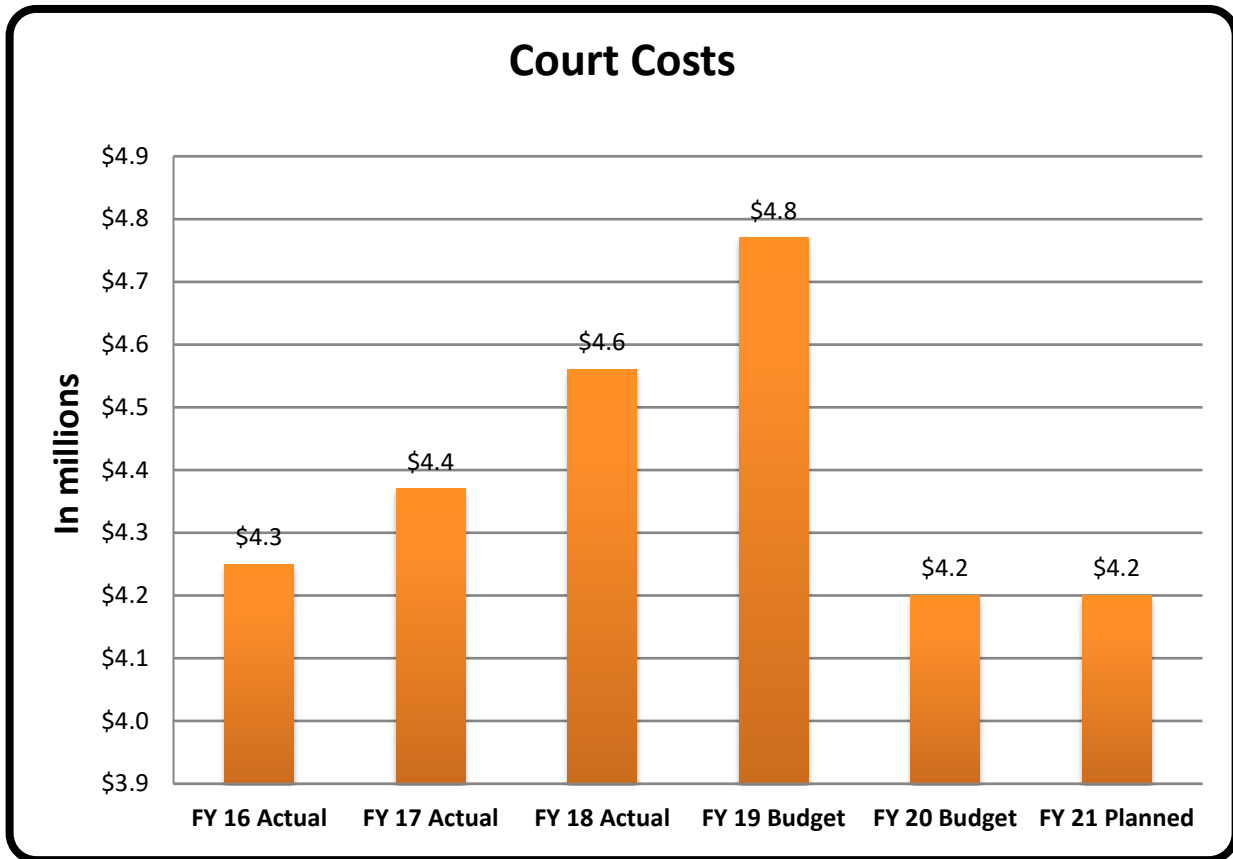
Revenue Estimates

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

Civil filing fee revenues 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 the first half of FY 19.

COURT RELATED REVENUES



Revenue Base

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

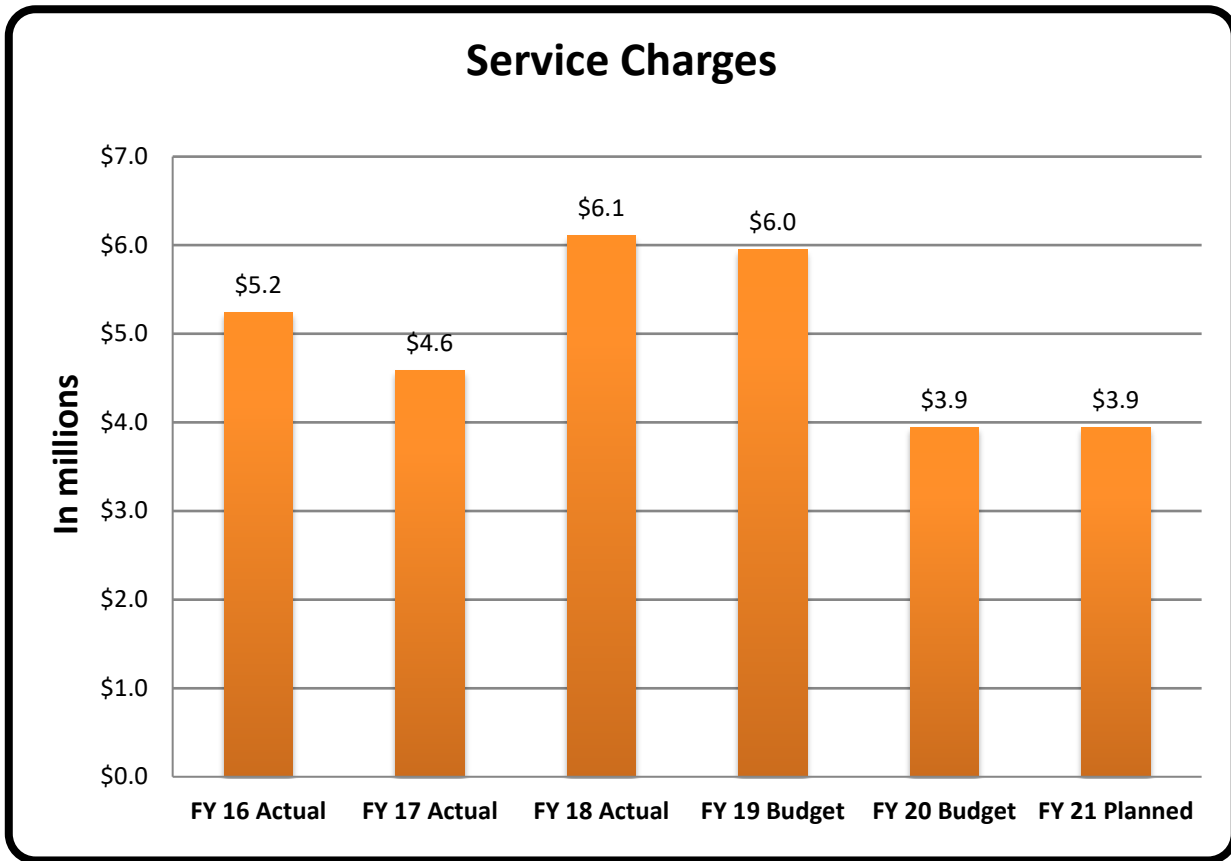
Revenue Estimates

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

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. The FY 19 estimate includes that revenue in addition to all other court costs.

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.

COURT RELATED REVENUES



Revenue Base

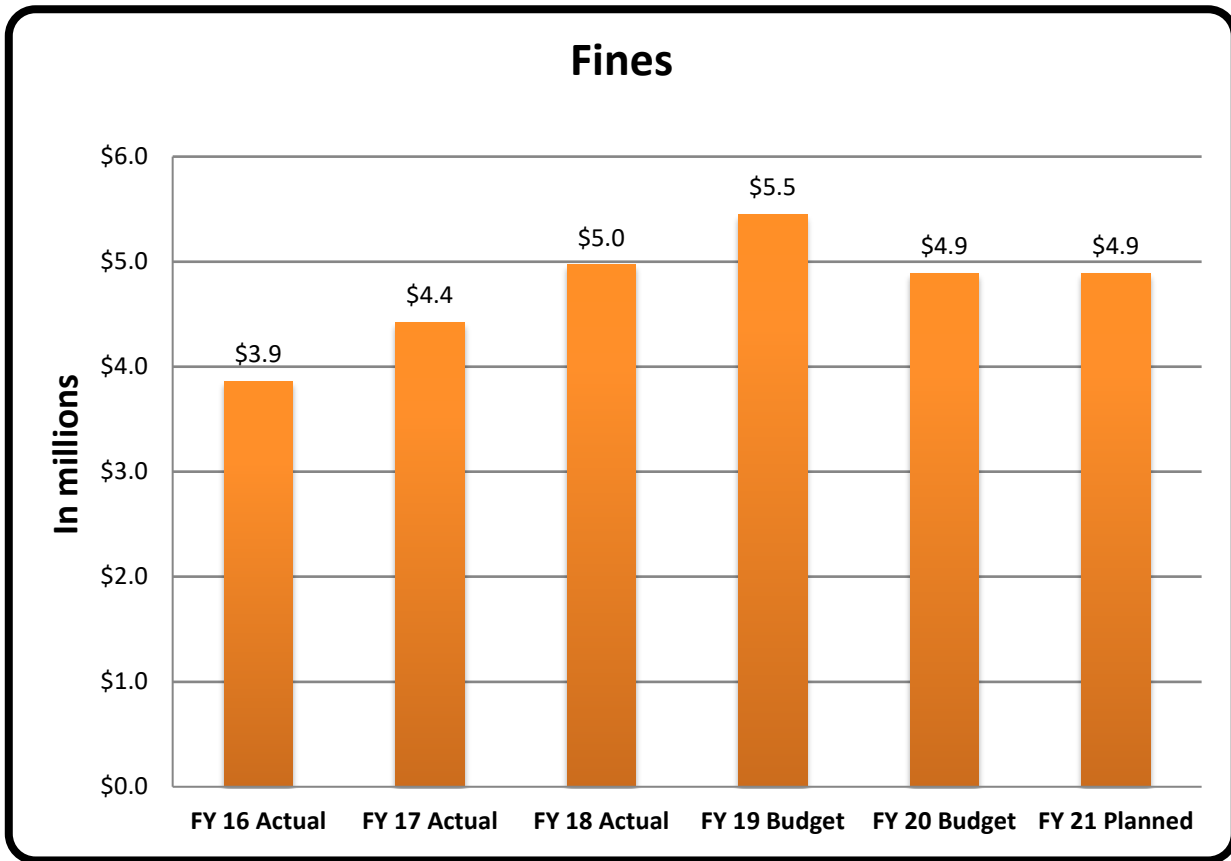
Court-Related service charges are found in various Florida Statutes. They include copying charges, court registry fees, certifying fees, appeal preparation fees, foreclosure processing fees, drivers license reinstatement fees, collection fees, fees for sealing court files or expunging records, family 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. The FY 19 estimate includes those revenue sources in addition to all other service charges. 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.

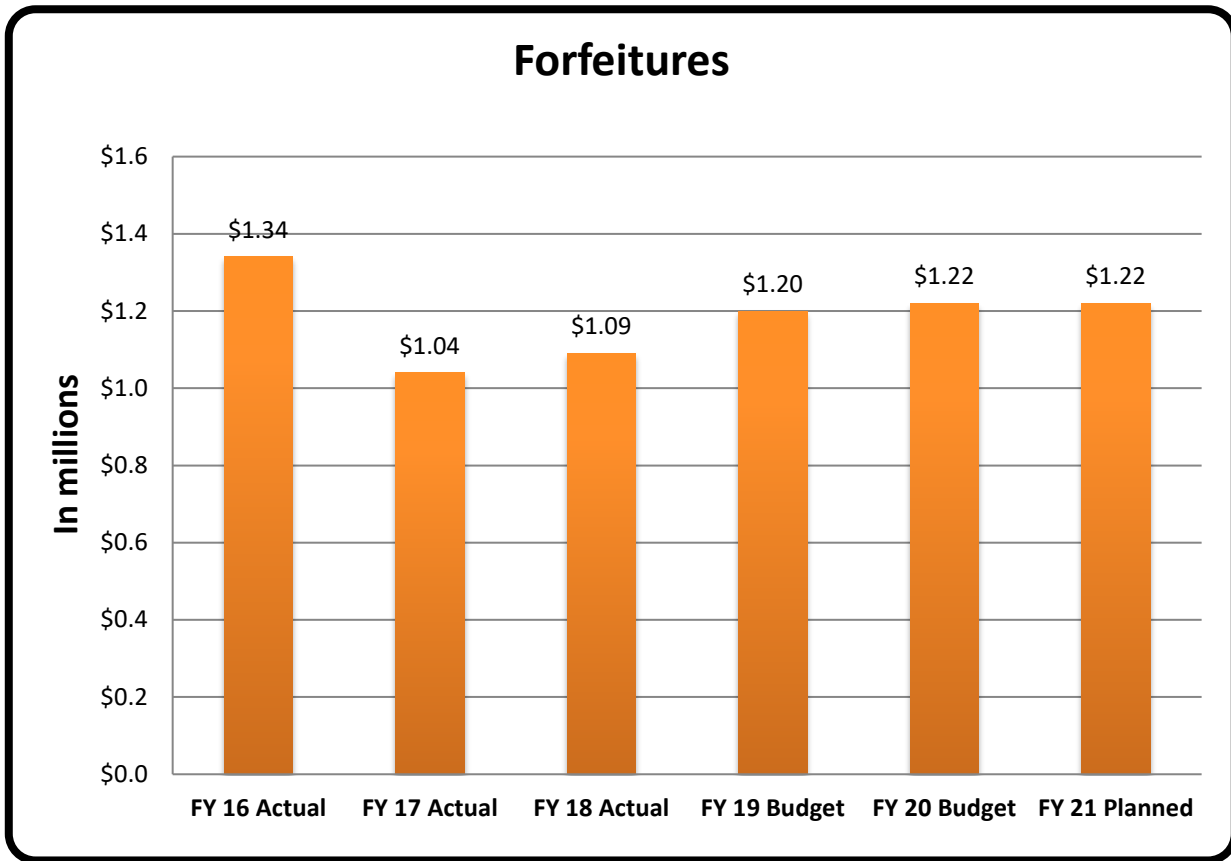
Revenue Estimates

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

The Florida Legislature passed Senate Bill (SB) 2506 in June 2017, which redirected revenues previously recorded in the Public Records Court Operations Trust fund to the Court Operations Special Revenue Fund.

Revenue during FY 17 increased by \$500,000, fueled primarily by the passage of SB2506 as it increased the fines in the Court Operations Special Revenue fund for the last quarter of the year. This also impacted FY 18 revenues, which increased by \$550,000 from FY 17 collections. The FY 19 estimate expected that trend to continue; however, actual fine revenue decreased significantly during FY 19. The estimates for FY 20 and FY 21 are conservatively based on actual results in FY 19.

COURT RELATED REVENUES



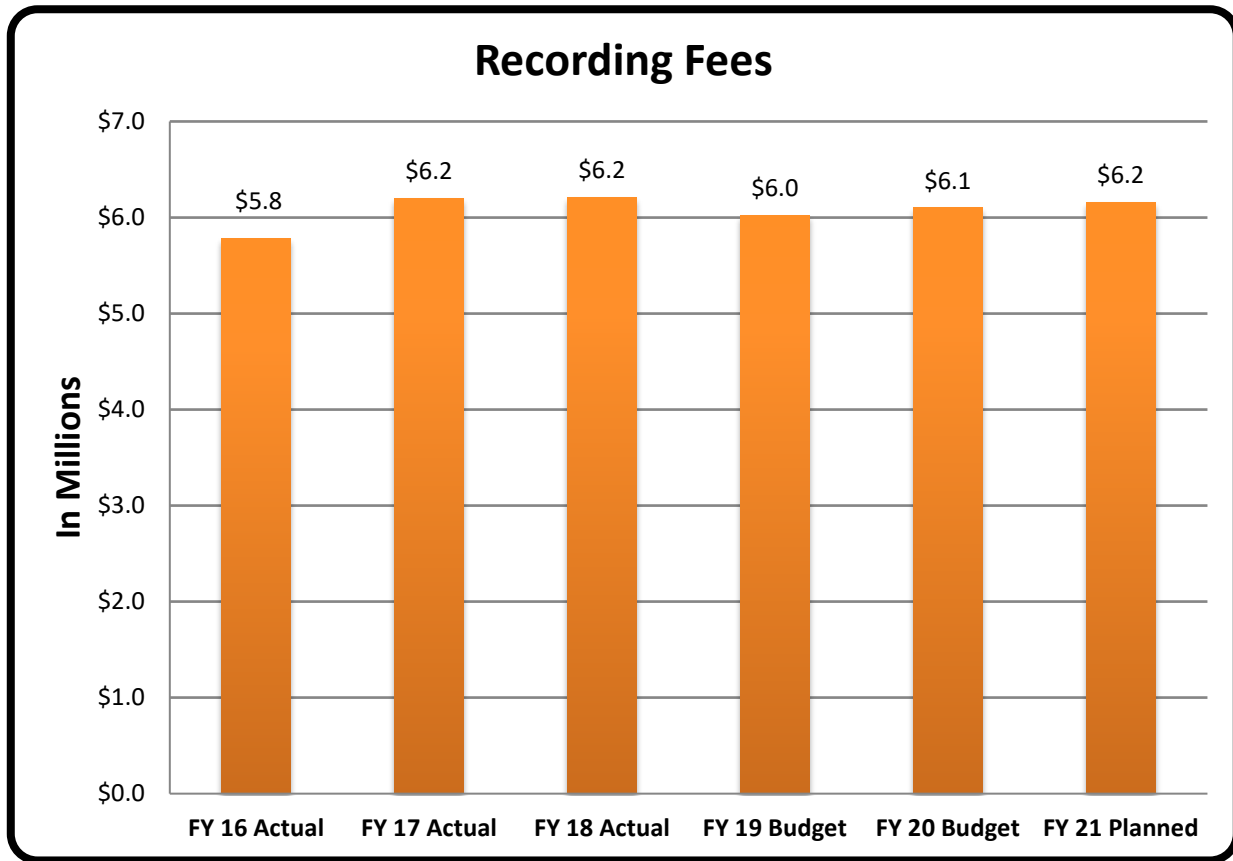
Revenue Base

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.

GENERAL GOVERNMENT REVENUES



Revenue Base

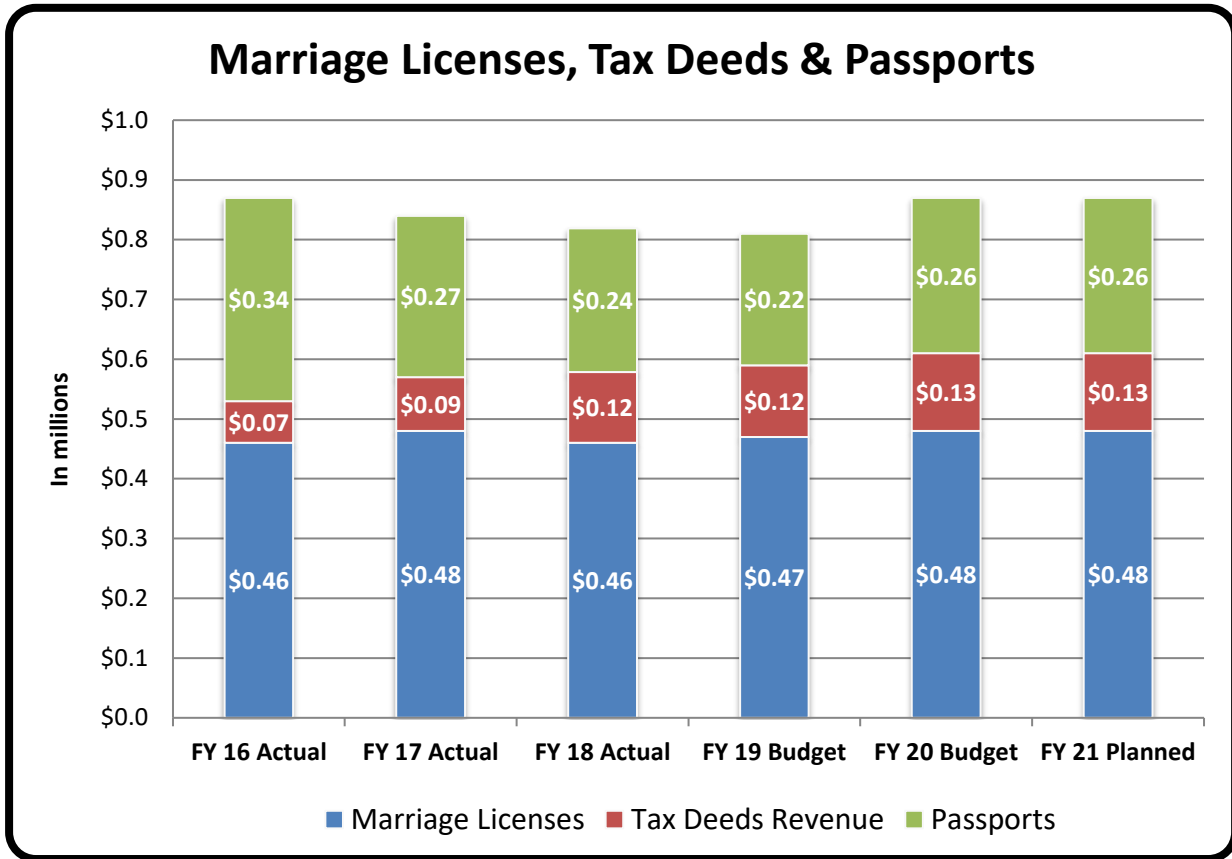
Recording Charges are those fees authorized under Chapter 28.24 for recording documents in the Official Records of Hillsborough County. The vast majority of these documents are related to real estate transactions. The charges for recording plats and any other instrument larger than 14 inches by 8 1/2 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 19. Revenue increased 7% between FY16 and FY17 while FY 18 equaled the amount collected in FY 17. FY 19 revenue was exceeding budgeted estimates about midway through the year and that information factored into estimates for FY 20 and FY 21. We estimate that the volume of documents recorded and home sale prices would meet or exceed FY 17 to FY 19 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.

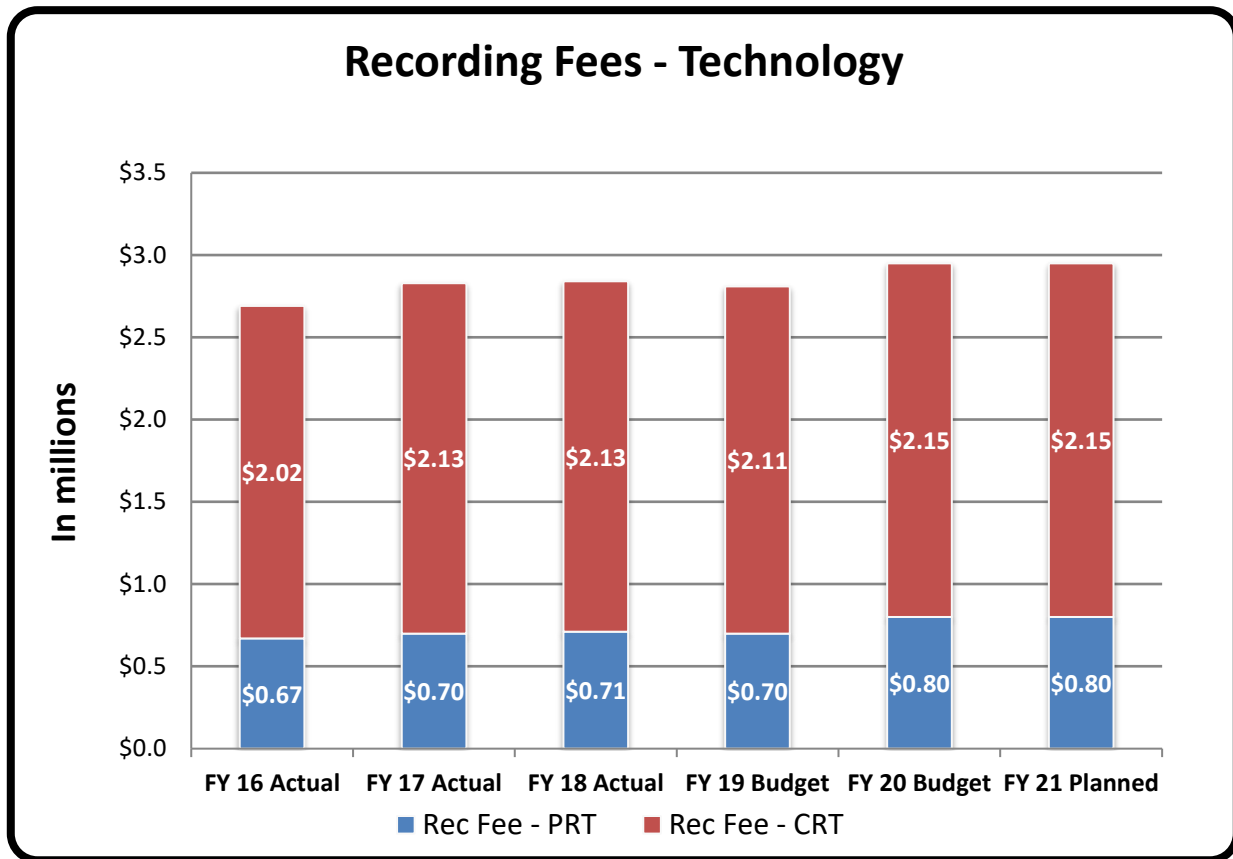
Revenue Estimates

Marriage License fee revenue was steady between FY 16 and FY 18. The number of applications and number of ceremonies performed varies only slightly from year-to-year. FY 20 and FY 21 estimates are based on expectations that this revenue stream will remain about the same as FY 17 to FY19.

Tax Deed revenue fluctuates greatly from year to year and the pattern does seem to follow economic cycles, but it is a delayed reaction - generally two to three years later. FY 18 revenue increased about 32% from FY 17 and FY 19 revenue was on pace to match FY 18 revenue about midway through the year. The FY 20 and FY 21 estimates are based on the expectation that revenue would increase about 10% from FY18.

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% though it did surpass budgeted estimates. FY 20 and FY 21 estimates are based on an 8% increase from FY 18 revenues, partially due to a strong economy.

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 19. FY 20 and FY 21 revenue was estimated with the expectation that the real estate market would remain steady with revenue collected in FY 16, FY 17 and the first half of FY 18.

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 2020. 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.

Technology projects included in the FY 2020 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 is being purchased and implemented in phases over several fiscal years. To date, Access Controls Governor and Configuration Controls 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.

CAPITAL BUDGET

The last phase of this project is the Transaction Control Governor, which will be implemented during FY 2020. This module documents and enforces business controls, enabling our organization to demonstrate regulatory compliance and to promote operational efficiency. We have budgeted \$96,000 in the **Public Records Modernization Trust Fund** for this project.

Call Center Enhancements – The Clerk’s Office Call Center received approximately 480,000 calls during FY 2018 and accepted more than 38,000 payments by phone. This equates to 32,000 calls handled and 9,600 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 2020, we budgeted \$294,000 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 2020 budget includes \$35,000 in the **Public Records Modernization Trust Fund** to continue to remediate vulnerabilities in our network and applications.

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 2020 budget includes \$375,000 for ongoing system enhancements, especially as they relate to automating processes that currently require a court clerk to complete. This technology project is funded in the **Court Technology Trust Fund**.

CAPITAL BUDGET - TECHNOLOGY PROJECTS

	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
<u>Board Funding Projects</u>				
Equipment Maintenance	16,764	-	-	-
Call Center Enhancements	23,690	-	-	-
Computer Software Agreements	235,490	-	-	-
Computer & Network Equipment	436,099	-	-	-
Replace End-of-Life Equipment	558,455	-	-	-
Replace Mail Services Folder/Insertter	142,619	-	-	-
Network Security Enhancements	150,566	-	-	-
Replace Official Records System	11,700	-	-	-
Intranet & Website Enhancements	70,000	-	-	-
Total	\$ 1,645,383	\$ -	\$ -	\$ -

Public Records Modernization TF

Oracle GRC Suite	28,490	100,000	96,000	-
Call Center Enhancements	485,570	573,100	294,000	-
Infrastructure Equipment Replacement	131,090	-	-	-
IT Security & Vulnerabilities Enhancements	29,500	150,000	35,000	-
Replace Jury system	-	258,540	-	-
Expanded Payment Solutions	-	100,000	-	-
Kronos system upgrade	-	120,689	-	-
Security System	-	85,000	-	-
Desktop Faxing Solution	-	30,000	-	-
Total	\$ 674,650	\$ 1,417,329	\$ 425,000	\$ -

Court Technology Trust Fund

Court System Expansion	\$ 28,060	\$ 100,000	\$ 375,000	\$ 100,000
Total	\$ 28,060	\$ 100,000	\$ 375,000	\$ 100,000

	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
<u>Total By Funding Source</u>				
Public Records Modernization TF	\$ 674,650	\$ 1,417,329	\$ 425,000	\$ -
Court Technology Trust Fund	28,060	100,000	375,000	100,000
Board Funding	1,645,383	-	-	-
Total	\$ 2,348,093	\$ 1,517,329	\$ 800,000	\$ 100,000

COMPENSATION STRUCTURE

Salary Schedules

The Employee Pay Plan for FY 2020 is below.

Pay Grade	Minimum	Maximum	Sample Job Titles
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

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 percent of their salary to the system. Below is a comparison of Employer Contribution Rates from FY 2017 through FY 2020.

<u>FRS Class</u>	<u>FY 2017 Rate</u>	<u>FY 2018 Rate</u>	<u>FY 2019 Rate</u>	<u>FY 2020 Rate</u>
Regular	7.52%	7.92%	8.26%	8.47%
DROP	12.99%	13.26%	14.03%	14.60%
Senior Management	21.77%	22.71%	24.06%	25.41%
Elected Official	42.47%	45.50%	48.71%	48.82%

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 employer cost for each plan increased 35% in FY 2017 and remained unchanged in FY 2018. In FY 2019, the rates increased but not uniformly since it depends on employee plan selection and family size. The Clerk's cost increased 6% to 8% per plan in FY 2020. The monthly employer rates from FY 2017 through FY 2020 are shown below.

<u>Tier (family size)</u>	<u>FY 2017 Rate</u>	<u>FY 2018 Rate</u>	<u>FY 2019 Rate</u>	<u>FY 2020 Rate</u>
Employee Only	\$559	\$559	\$ 549 - \$ 564	\$ 586 - \$ 599
Employee Plus Children	\$1,118	\$1,118	\$1,179 - \$1,183	\$1,256 - \$1,275
Employee Plus Spouse	\$1,118	\$1,118	\$1,318 - \$1,329	\$1,403 - \$1,441
Employee Plus Family	\$1,677	\$1,677	\$1,649 - \$1,747	\$1,777 - \$1,895

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.

	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Estimate</u>	<u>FY 2020 Estimate</u>
<u>Clerk to BOCC/Comptroller</u>				
Number of Invoices	183,520	178,760	176,440	176,440
Number of Paychecks	151,440	153,133	154,664	156,211
VAB Petitions filed	3,444	2,381	2,950	3,000
BOCC Agenda Items	4,208	4,523	4,550	4,560
<u>County Recorder</u>				
Documents Recorded	501,458	514,176	531,000	535,000
Marriage Licenses Issued	10,950	10,548	11,500	12,000
Passport Applications Processed	9,665	7,181	10,500	11,000
<u>Clerk of the Court</u>				
New Civil Cases	82,105	95,182	104,425	105,528
New Criminal & Civil Traffic Cases	215,424	201,134	203,950	206,805
New Probate & Mental Health Cases	11,788	12,590	11,631	11,764
Jurors Summoned	90,855	88,914	89,928	90,953
Closed Cases Reopened	66,786	66,766	67,607	68,459
Notices Of Appeal Filed	1,384	1,218	1,234	1,249
Courts Customers Served in person	280,656	256,023	258,941	261,893
Number of Phone Calls	591,171	478,552	485,252	492,045



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	Projected FY 19	Projected FY 20	Planned FY 21
<i>Workload/Demand:</i>					
# petitions filed	1,16	2,381	2,950	3,000	3,050
# of properties reflected on petitions	1,16	2,690	3,584	3,600	3,650
# of hearings scheduled 1st time	2,16	2,469	3,119	3,200	3,250
# of hearings rescheduled	2,4,5,16	112	115	120	125
# of hearings held	3-8, 11,14,16	1,162	1,291	1,325	1,350

(continued)

VALUE ADJUSTMENT BOARD

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Projected FY 19	Projected FY 20	Planned FY 21
<i>Efficiency:</i>					
# of petitions filed per FTE	1	794	1,029	1075	1100
# of properties reflected on petitions FTE	1	897	1,236	1250	1275
# of petitions scheduled per FTE	2	823	1,047	1100	1150
# of hearings rescheduled per FTE	2	38	40	45	45
# of hearings held per FTE	3	388	471	500	550
# 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%	99%	99%	99%
% of special magistrate recommended decisions audited by staff and mailed to petitioners in a timely manner throughout the hearing process and before the final VAB meeting as required by DOR	7	100%	100%	100%	100%
month in which total staff & special magistrate VAB process is completed and balanced.	8,9	May	June	June	June
month in which VAB final meeting to approve magistrate recommendations and certify tax rolls is scheduled	10	May	June	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

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 237,042	\$ 311,313	\$ 317,240	\$ 321,256
Operating Expenditures	237,473	335,148	334,060	334,760
Information Technology Allocation		51,131		
Total	\$ 474,515	\$ 697,592	\$ 651,300	\$ 656,016

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Board Funding	\$ 474,515	\$ 697,592	\$ 651,300	\$ 656,016
Total	\$ 474,515	\$ 697,592	\$ 651,300	\$ 656,016

Positions

Board Funding	5	5	5	5
Total	5	5	5	5

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

The FY 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	Projected FY 19	Projected FY 20	Planned FY 21
<i>Workload/Demand:</i>					
# of audit, special project, management assistance and investigation reports issued	1,3	32	27	27	27
# of training sessions offered	2	12	12	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%	80%	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	3.0	3.0	3.0
# of in-house training sessions offered/presented per FTE	2	1.4	1.3	0.5	0.5

COUNTY AUDIT

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 769,452	\$ 841,274	\$ 886,202	\$ 897,965
Operating Expenditures	33,612	43,650	42,650	48,650
Capital Equipment	-	-	-	-
Total	\$ 803,064	\$ 884,924	\$ 928,852	\$ 946,615

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Board Funding	\$ 803,064	\$ 884,924	\$ 928,852	\$ 946,615
Total	\$ 803,064	\$ 884,924	\$ 928,852	\$ 946,615

<u>Positions</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Board Funding	9	9	9	9
Total	9	9	9	9

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

The FY 2020 and FY 2021 budgets reflect continuation funding.

PAYROLL

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

KEY OBJECTIVES:

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

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Projected FY 19	Projected FY 20	Planned FY 21
<i>Workload/Demand:</i>					
# of checks issued	1	153,133	154,664	156,211	157,773
# of employees per pay cycle	1,2	5,888	5,947	6,006	6,066
# of deductions payments reconciled	3	1,220	1,220	1,220	1,220
<i>Efficiency:</i>					
# of payroll checks per FTE (average)	1	19,142	19,333	19,526	19,722
# of payroll deduction payments made per FTE	3	153	153	153	153
# of back-up documents scanned and indexed within each 2weeks	4	350	350	350	350
<i>Effectiveness:</i>					
% of payments for deductions made with two days of the pay day	3	100%	100%	100%	100%
% of rewritten checks to generate checks (combined)	1	0.08%	0.08%	0.08%	0.08%
Clerk	1	0.08%	0.08%	0.08%	0.08%
BOCC	1	0.08%	0.08%	0.08%	0.08%
% of documents scanned and indexed with 2 week cycle	4	90%	100%	100%	100%
% of insurance deductions reconciled by the 5th of following month	2,3	100%	100%	100%	100%
% of time bank reconciliation done by end of month	2	100%	100%	100%	100%
% of time G/L subsidiaries balanced each 2 weeks	2	99%	100%	100%	100%
% of time G/L interfaces balanced and reconciled by pay day	1,2	99%	100%	100%	100%

PAYROLL

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 763,926	\$ 781,761	\$ 826,877	\$ 837,336
Operating Expenditures	12,592	23,604	24,150	25,150
Capital Equipment	-	-	-	-
Total	\$ 776,518	\$ 805,365	\$ 851,027	\$ 862,486

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Board Funding	\$ 776,518	\$ 805,365	\$ 851,027	\$ 862,486
Total	\$ 776,518	\$ 805,365	\$ 851,027	\$ 862,486

<u>Positions</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Board Funding	10	10	10	10
Total	10	10	10	10

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

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	Projected FY 19	Projected FY 20	Planned FY 21
Treasury:					
Workload/Demand:					
market value of BOCC portfolio (beginning of year - in millions)	5	\$1,924	\$1,933	\$2,046	\$2,096
# of new securities transactions processed	5	82	82	82	82
Efficiency:					
# of transactions per FTE	5	82	82	82	82
Effectiveness:					
safe, liquid and diversified investment portfolio	5	Yes	Yes	Yes	Yes

(continued)

COUNTY FINANCE

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Projected FY 19	Projected FY 20	Planned FY 21
Financial Reporting:					
<i>Workload/Demand:</i>					
# of major annual financial reports produced - countywide	1	3	3	3	3
# of federal and state grant programs or projects monitored	6	172	175	175	175
# of audited financial reports prepared - enterprise fund	1	2	2	2	2
total enterprise fund annual debt service (in millions)	1	\$28	\$27	\$32	\$32
# of bond issues outstanding - enterprise fund	1	7	7	7	7
value of outstanding bonds (in millions) - enterprise fund	1	\$462	\$452	\$436	\$420
total enterprise fund assets (in millions)	1	\$2,249	\$2,080	\$2,300	\$2,330
total enterprise funds liabilities (in millions)	1	\$680	\$650	\$620	\$600
 <i>Efficiency:</i>					
net grant expenditures monitored per FTE (in millions)	6	\$128	\$111	\$125	\$125
 <i>Effectiveness:</i>					
obtain Certificate of Achievement for Excellence in Financial Reporting (CAFR)	1	Yes	Yes	Yes	Yes
obtain award for Outstanding Achievement in Popular Annual Financial Reporting (Financial Summary Report)	1	Yes	Yes	Yes	Yes
receive unmodified audit opinion from County's CPA on: CAFR	2	Yes	Yes	Yes	Yes
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	Projected FY 19	Projected FY 20	Planned FY 21
Bond Disclosure and Compliance:					
<i>Workload/Demand:</i>					
# of bond issues outstanding	10	20	22	22	22
value of bonds outstanding (in millions)	10	\$951	\$908	\$853	\$796
value of commercial paper outstanding (in millions)	10	\$28	\$30	\$80	\$80
total debt service payments (in millions)	10	\$152	\$108	\$166	\$172
# of debt service payments	10	67	65	65	65
# of escrowed bond issues outstanding	10	2	2	2	2
# of arbitrage rebate reports prepared	10	20	20	18	16
# of new and refunding bonds issued	10	1	1	1	1
# of commercial paper notes, new issues & rollovers	10	53	65	65	65
# of bond covenant tests prepared	10	20	22	22	22
 <i>Efficiency:</i>					
# of FTEs	10	1	1.25	1.25	1.25
 <i>Effectiveness:</i>					
% of debt payments recorded accurately and timely	10	100%	100%	100%	100%
 Bonds					
<i>Workload/Demand:</i>					
# of new financings, CP rollovers, and refundings completed	9	55	60	67	67
rating agency reviews and updates	9	28	30	30	30
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%	1%	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	Projected FY 19	Projected FY 20	Planned FY 21
Management Support:					
<i>Workload/Demand:</i>					
# of BOCC budget amendment agenda items received	4	160	200	200	200
# of line items adjusted via budget amendment	4		4,500		
\$ amount of adopted budget reviewed	4	4,936,120,315	5,084,203,924	5,236,730,042	5,393,831,943
\$ amount of budget amendments reviewed	4	456,640,684	470,339,905	484,450,102	498,983,605
total value of all County assets controlled excluding infrastructure (in millions)	3	\$2,428	\$2,519	\$2,620	\$2,725
capital acquisitions recorded in the asset records during the fiscal year (in millions)	3	\$276	\$280	\$280	\$280
completed CIP projects transferred to depreciable assets (in millions)	3	\$156	\$175	\$180	\$190
capital asset disposals (in millions)	3	\$32	\$30	\$26	\$26
total assets inventoried (in million)	3	\$297	\$300	\$300	\$300
 <i>Efficiency:</i>					
total assets recorded, disposed, reconciled (in millions) per FTE	3	\$308	\$305	\$306	\$306
total assets inventoried (in millions) per FTE	3	\$148	\$143	\$150	\$150
 <i>Effectiveness:</i>					
% 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%	100%	100%	100%

(continued)

COUNTY FINANCE

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Projected FY 19	Projected FY 20	Planned FY 21
Payables					
<i>Workload/Demand:</i>					
total # of invoices processed	7	178,760	176,440	176,440	176,440
electronic invoice packets	7	117,430	142,660	142,600	142,600
paper invoice packets (scanned)	7	88,820	88,820	88,820	88,820
p-card invoices (included in total # of invoices)	7	37,770	38,900	38,900	38,900
utility invoices (included in total # of invoices)	7	49,780	51,970	51,970	51,970
# of invoices/county agencies (included in total # of invoices)	7	8,590	9,470	9,470	9,470
\$ amount of all invoices (New)	7	\$ 2,088,750,400	\$ 2,088,750,400	\$ 2,151,412,912	\$ 2,215,955,299
\$ amount of Non-P-card invoices (New)	7	\$ 2,067,884,610	\$ 2,067,884,610	\$ 2,129,921,148	\$ 2,193,818,783
\$ amount of P-Card invoices (New)	7	\$ 20,865,790	\$ 20,865,790	\$ 21,491,763	\$ 20,865,790
# of account corrections (included in total # of invoices)	7	2,510	2,510	2,510	2,510
# of journal entries	7	475	220	220	220
total # of disbursements	7	42,086	40,960	40,960	40,960
checks	7	27,530	26,220	26,220	26,220
ACH/direct deposit	7	14,040	14,740	14,740	14,740
electronic funds transfers (EFTs)	7	480	480	480	480
e-payables	7	36	36	36	36
# of direct deposit applications processed	7	320	320	320	320
# of financial reports/schedules prepared	7	21	21	21	21
# of special handling payment requests processed	7	430	430	430	430
# of other checks (payroll, poll workers, revenue) distributed	7	3,527	2,204	3,500	2,204
# of county agencies served	7	12	12	12	12
<i>Efficiency:</i>					
# of FTEs	7	24	24	24	24
# of invoices processed per FTE	7	7,450	7350	7350	7350
personnel cost per invoice	7	\$7.87	7.97	\$7.97	\$7.97
<i>Effectiveness:</i>					
% of invoices paid/released within 10 days of receipt	7	99	99	99	99
% of payments returned for errors	7	1	1	1	1
% of financial reports/schedules prepared by agenda deadline	7	100	100	100	100

(continued)

COUNTY FINANCE

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Projected FY 19	Projected FY 20	Planned FY 21
Receivables					
<i>Workload/Demand:</i>					
# of cash collection sites monitored (includes county agencies)	7	123	123	123	123
# of documents processed (includes county agencies)	7	20,081	20,683	20,787	20,839
# of receipts issued	7	12,035	12,396	12,458	12,489
# of financial documents prepared (total)	8	1,441	1,484	1,492	1,529
financial reports/schedules	8	228	235	258	284
reconciliation reports (bank, AR & escrow)	8	1,085	1,118	1,229	1,352
AR invoices	8	128	132	145	160
# of payment requests audited/prepared	8	438	451	453	455
# of cash collection sites monitored - county agencies	7	9	9	8	8
# of documents processed - county agencies	7	1,566	1,582	1,580	1,580
<i>Efficiency:</i>					
# of documents processed per FTE	7	5,020	5,171	5,197	5,210
personnel costs per document	7	\$16.11	\$16.03	\$16.35	\$16.72
funds receipted (in millions)	7	\$2,690	\$2,771	\$2,882	\$2,997
personnel costs per receipt issued	7	\$3.36	\$3.34	\$3.41	\$3.49
# of financial documents prepared per FTE	8	480	495	497	510
personnel costs per financial document prepared	8	\$168.36	\$167.55	\$170.88	\$170.88
personnel costs per payment request audited/prepared per FTE	8	\$46.16	\$45.94	\$46.85	\$47.90
# of recon errors/irregularities identified/corrected	8	3,896	4,013	4,414	4,856
<i>Effectiveness:</i>					
% of documents audited and posted within 2 business days	7	91%	98%	98%	98%
% of financial documents completed within 30 days of period end	8	90%	98%	100%	100%
% of escrow payments audited/prepared within 2 days	8	90%	98%	100%	100%
% of AR invoices processed within 2 days	8	98%	99%	100%	100%

COUNTY FINANCE

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 4,160,067	\$ 4,632,183	\$ 4,787,557	\$ 4,836,788
Operating Expenditures	295,283	415,041	725,202	779,295
Capital Equipment	10,404	-	-	-
Total	\$ 4,465,755	\$ 5,047,224	\$ 5,512,759	\$ 5,616,083

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Board Funding	\$ 4,465,755	\$ 5,047,224	\$ 5,512,759	\$ 5,616,083
Total	\$ 4,465,755	\$ 5,047,224	\$ 5,512,759	\$ 5,616,083

<u>Positions</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Board Funding	55	55	55	55
Total	55	55	55	55

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

The FY 2020 and FY 2021 budgets reflect continuation funding.

BOARD RECORDS

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

KEY OBJECTIVES:

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

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Projected FY 19	Projected FY 20	Planned FY 21
Record Keeping for BOCC					
<i>Workload/Demand:</i>					
# of agenda items processed	1	4,523	4,550	4,560	4,560
# of meetings attended	1	216	220	225	225
# of BOCC meetings attended	1	59	60	65	65
# of hours in meetings	1	389	400	420	420
<i>Efficiency:</i>					
# of agenda items per FTE	1	1,869	2,300	2,350	2,350
# of meetings attendee per FTE	1	54	60	65	65
<i>Effectiveness:</i>					
% of agenda items processed within 10 days of receipts	1	100%	100%	100%	100%
% of minutes produced within 21 days	1	90%	96%	100%	100%
% of BOCC minutes produced within 21 days	1	90%	96%	100%	100%
Zoning Process					
<i>Workload/Demand:</i>					
# of applications processed	2	475	516	550	550
# of yearly meetings	2	25	30	35	35
# of party of record notification letter mail-outs	2	1,947	1,000	1,020	1,020
# of oral argument request received	2	288	140	150	150
<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	Projected FY 19	Projected FY 20	Planned FY 21
<i>Effectiveness:</i>					
% of applications processed within 10 days	2	100%	100%	100%	100%
% of evidence from yearly meetings processed and mailed within 24 hours	2	100%	100%	100%	100%
% of party of record notification mail outs within 20 days of BOCC Land Use Meeting	2	100%	100%	100%	100%
% of oral argument request copies and set out for pickup by county departments within 24 hours.	2	100%	100%	100%	100%
 BOCC Research					
<i>Workload/Demand:</i>					
# of research requests	1	144	170	185	185
# of copies	1	708	750	800	800
# of CD's and tapes	1	1	4	4	4
# of e-mails/faxes (per page)	1	140	141	150	150
 <i>Effectiveness:</i>					
% of requests processed within 48 hours	1	100%	100%	100%	100%
 Bus Pass Sales					
<i>Workload/Demand:</i>					
# of passes sold	4	1347	1350	1360	1360
# of deposits made	4	61	65	75	75

BOARD RECORDS

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 356,950	\$ 384,631	\$ 397,239	\$ 404,884
Operating Expenditures	14,481	17,191	17,475	17,725
Capital Equipment	-	-	-	-
Total	\$ 371,431	\$ 401,822	\$ 414,714	\$ 422,609

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Board Funding	\$ 371,431	\$ 401,822	\$ 414,714	\$ 422,609
Total	\$ 371,431	\$ 401,822	\$ 414,714	\$ 422,609

<u>Positions</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Board Funding	6	6	6	6
Total	6	6	6	6

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

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	Projected FY 19	Projected FY 20	Planned FY 21
<i>Workload/Demand:</i>					
Board of County Commissioners Support:					
# of Regular Board Meetings	1	20	20	20	20
# of Work Shop Meetings	1	7	15	15	15
# of BOCC Master Calendars Prepared/Published	1	52	52	52	52
# of Incoming Mail Items	1	8,556	8,500	8,500	8,500
# of Chairman's Correspondence/Letters	1	20	25	25	25
Boards and Councils:					
# of Boards, Councils, and Commissions	2	49	49	49	49
# of Positions on all Boards, Councils, and Commissions	2	560	560	560	560
# of Applications Processed for Vacancies	2	357	350	350	350
# of Press Releases for Openings	2	9	7	7	7
Coordinate of Financial Disclosure Reporting:					
# of individuals with Financial Disclosure Requirements	3	242	242	242	242

BOARD SERVICES

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 568,716	\$ 592,263	\$ 611,095	\$ 620,320
Operating Expenditures	3,697	3,143	3,205	3,205
Capital Equipment	-	-	-	-
Total	\$ 572,413	\$ 595,406	\$ 614,300	\$ 623,525

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Board Funding	\$ 572,413	\$ 595,406	\$ 614,300	\$ 623,525
Total	\$ 572,413	\$ 595,406	\$ 614,300	\$ 623,525

<u>Positions</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</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

PLANT CITY

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

KEY OBJECTIVES:

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

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Projected FY 19	Projected FY 20	Planned FY 21
<i>Workload/Demand:</i>					
# of marriage License issued	1, 2	836	846	855	865
# of Marriage Ceremonies performed	1, 2	209	211	214	216
# of Documents recorded	1, 2	15,464	15,640	15,819	15,999
# of Passports Issued	1, 2	956	967	978	989
# of customers served in Courts	1, 3, 5	32,408	32,777	33,151	33,529
# of Customers served in Official Records	1, 5	6,965	7,044	7,125	7,206
<i>Efficiency:</i>					
# of Marriage License issued per FTE	1, 2	418	423	428	432
# of Marriage Ceremonies performed per FTE	1, 2	105	106	107	108
# of Documents recorded per FTE	1, 2	7,732	7,820	7,909	7,999
# of Passports Issued per FTE	1, 2	478	483	489	495
# of customers served in Courts per FTE	1, 3, 5	2,161	2,185	2,210	2,235
# of Customers served in Official Records per FTE	1, 5	3,483	3,522	3,562	3,603
<i>Effectiveness:</i>					
% 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

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 1,195,785	\$ 1,232,605	\$ 1,319,537	\$ 1,334,838
Operating Expenditures	19,931	36,738	36,272	41,861
Capital Equipment	-	-	-	-
Total	\$ 1,215,716	\$ 1,269,343	\$ 1,355,809	\$ 1,376,699

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Board Funding	\$ 4,893	\$ 16,076	\$ 13,683	\$ 16,696
Court Fees Funding	1,049,921	1,086,040	1,164,667	1,177,698
General Government	160,902	167,227	177,459	182,305
Total	\$ 1,215,716	\$ 1,269,343	\$ 1,355,809	\$ 1,376,699

Positions

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

BRANDON AND SOUTHSORE REGIONAL SERVICE CENTERS

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

KEY OBJECTIVES:

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

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Projected FY 19	Projected FY 20	Planned FY 21
Brandon					
<i>Workload/Demand:</i>					
# of customers served at front counter in Courts	1	29,670	30,008	30,350	30,696
# of customers served at front counter in Official Records	1	21,900	22,150	22,402	22,658
# of Marriage License issued	1	2,730	2,761	2,793	2,824
# of Marriage Ceremonies performed	1	899	909	920	930
# of Documents recorded	1	87,062	88,055	89,058	90,074
# of Passports Issued	1	2,597	2,627	2,657	2,687
<i>Efficiency:</i>					
# of customers served at front counter in Courts per FTE	1	5,934	6,002	6,070	6,139
# of customer served at front counter in Official Records per FTE	1	5,475	5,537	5,601	5,664
# of Marriage License issued per FTE	1	683	690	698	706
# of Marriage Ceremonies performed per FTE	1	225	227	230	233
# of Documents recorded per FTE	1	21,766	22,014	22,265	22,518
# of Passports Issued per FTE	1	649	657	664	672
<i>Effectiveness:</i>					
% of customers waiting 15 minutes or less	1	100%	100%	100%	100%

(continued)

BRANDON AND SOUTHSHORE REGIONAL SERVICE CENTERS

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Projected FY 19	Projected FY 20	Planned FY 21
Southshore					
<i>Workload/Demand:</i>					
# of customers served at front counter in Courts	1	11,213	11,341	11,470	11,601
# of customers served at front counter in Official Records	1	8,323	8,418	8,514	8,611
# of Marriage License issued	1	645	652	660	667
# of Marriage Ceremonies performed	1	224	227	229	232
# of Documents recorded	1	12,329	12,470	12,612	12,755
# of Passports Issued	1	1,487	1,504	1,521	1,538
 <i>Efficiency:</i>					
# of customers served at front counter in Courts per FTE	1	5,607	5,670	5,735	5,800
# of customer served at front counter in Official Records per FTE	1	8,323	8,418	8,514	8,611
# of Marriage License issued per FTE	1	645	652	660	667
# of Marriage Ceremonies performed per FTE	1	224	227	229	232
# of Documents recorded per FTE	1	12,329	12,470	12,612	12,755
# of Passports Issued per FTE	1	1,487	1,504	1,521	1,538
 <i>Effectiveness:</i>					
% of customers waiting 15 minutes or less	1	100%	100%	100%	100%

BRANDON AND SOUTHSORE REGIONAL SERVICE CENTERS

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 958,046	\$ 943,336	\$ 953,648	\$ 966,272
Operating Expenditures	32,360	45,316	51,224	58,019
Capital Equipment	-	-	-	-
Total	\$ 990,407	\$ 988,652	\$ 1,004,872	\$ 1,024,291

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Board Funding	\$ 8,496	\$ 9,000	\$ 11,544	\$ 13,870
Court Fees Funding	469,978	463,497	476,719	483,662
General Government	511,933	516,155	516,609	526,759
Total	\$ 990,407	\$ 988,652	\$ 1,004,872	\$ 1,024,291

<u>Positions</u>				
Court Fees Funding	7	7	7	7
General Government Funding	7	7	7	7
Total	14	14	14	14

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

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	Projected FY 19	Projected FY 20	Planned FY 21
<i>Workload/Demand:</i>					
# of marriage license issued	2	10,548	11,500	12,000	12,500
# of passport applications processed	3	7,181	10,500	11,000	11,500
\$ amount of records library service charges	4	\$254,478	\$253,000	\$254,000	\$255,000
# of total documents recorded	1	514,176	531,000	535,000	536,000
# of documents e-recorded	1	370,835	357,000	359,000	360,000
# of documents recorded in person or by mail	1	143,341	143,000	142,000	141,000
<i>Efficiency:</i>					
# of marriage licenses issued per FTE	2	555	605	631	657
# of passports applications processed per FTE	3	377	552	578	605
# of documents recorded per FTE	1	27,062	28,000	28,157	28,210
<i>Effectiveness:</i>					
% of marriage license issued, recorded & sent to Dept of Vital Statistics by the 5th of each month.	2	100%	100%	100%	100%
% of passport correctly processed and mailed to U.S. Dept of State	3	100%	100%	100%	100%
% of documents recorded with 3 days	1	69%	100%	100%	100%

OFFICIAL RECORDS

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 2,158,410	\$ 2,450,021	\$ 2,425,564	\$ 2,450,968
Operating Expenditures	64,791	133,108	136,690	138,620
Capital Equipment	-	-	-	-
Total	\$ 2,223,201	\$ 2,583,129	\$ 2,562,254	\$ 2,589,588

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Board Funding	\$ 780	\$ 8,600	\$ 8,600	\$ 8,600
General Government	2,222,421	2,574,529	2,553,654	2,580,988
Total	\$ 2,223,201	\$ 2,583,129	\$ 2,562,254	\$ 2,589,588

Positions

General Government Funding	39	39	38	38
Total	39	39	38	38

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. The FY 2020 and FY 2021 budgets reflect continuation funding.

TAX DEEDS

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

KEY OBJECTIVES:

1. Process all Tax Certificates within 60 days from the date of advertised sale.
2. Hold sales on time as advertised with the local newspaper.
3. Distribute Excess Proceeds in accordance with F.S. 197.592 and Dept of Revenue Rule 12d-13.065
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	Projected FY 19	Projected FY 20	Planned FY 21
<i>Workload/Demand:</i>					
Tax Certificate files processed	1	841	900	1,000	1,000
Sales of Property	2	208	310	350	350
Excess Proceeds	3	110	150	200	200
Unclaimed Funds	4	78	120	140	140
<i>Efficiency:</i>					
Tax Certificate files per FTE	1	280	300	335	335
Sales of property per FTE	2	64	70	80	80
Excess Proceeds per FTE	3	110	120	125	125
Unclaimed Funds per FTE	4	78	114	137	137
<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%	60%	65%	65%

TAX DEEDS

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 471,155	\$ 479,152	\$ 581,882	\$ 587,353
Operating Expenditures	5,527	8,740	9,650	9,650
Capital Equipment	-	-	-	-
Total	\$ 476,683	\$ 487,892	\$ 591,532	\$ 597,003

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
General Government	\$ 476,683	\$ 487,892	\$ 591,532	\$ 597,003
Total	\$ 476,683	\$ 487,892	\$ 591,532	\$ 597,003

<u>Positions</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</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 scanning services to provide images for customers thus reducing the number of court files physically transported from the Records Center.
3. Image 100% of court pleadings requested within 1 business day.
4. Ensure 100% quality images.

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Projected FY 19	Projected FY 20	Planned FY 21
<i>Workload/Demand:</i>					
# of case files imaged	1,2,4	7,546	8,900	9,000	9,000
# of pleadings imaged	1,2,3,4	26,600	50,000	51,000	51,000
 <i>Efficiency:</i>					
# of cases imaged by per FTE	1,2,4	3,773	2,225	2,250	2,250
# of pleadings imaged by per FTE (on-demand)	1,2,3,4	13,300	12,500	12,750	12,750
 <i>Effectiveness:</i>					
Percentage %	3,4	100	100	100	100

IMAGING

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 250,902	\$ 255,293	\$ 270,540	\$ 272,406
Operating Expenditures	5,579	5,500	7,350	8,200
Capital Equipment	-	-	-	-
Total	\$ 256,481	\$ 260,793	\$ 277,890	\$ 280,606

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Board Funding	\$ 1,347	\$ 1,500	\$ 2,150	\$ 3,000
Court Fines (10%) Fund	-	-	-	-
General Government	255,134	259,293	275,740	277,606
Total	\$ 256,481	\$ 260,793	\$ 277,890	\$ 280,606

Positions

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	Projected FY 19	Projected FY 20	Planned FY 21
<i>Workload/Demand:</i>					
# of Policies Issued for Acknowledgement	3	38	5	5	5
# of Strategic Plan Initiatives by Status (Totals as of FTE)					
Concept (needs to go to Governance)	1	3	5	10	10
Planning/Active (on Governance Portfolio)	1	90	85	90	90
Initiate (inventory of proposals not ready for Governance)	1	54	60	65	65
Hold	1	33	30	25	25
Completed	1	91	100	105	110
Total		271	280	295	300
<i>CONTRACTS:</i>					
# of New Contracts Administered	6	41	50	50	50
# of Renewal Contracts Administered	6	57	60	60	60
# of Clerk Authorization Forms (CARFs)	6	314	250	300	300
<i>LEGAL:</i>					
Litigation Cases Pending in all Courts & Agencies	2	248	260	273	287
Litigation Bond Motions Reviewed & Answered	2	832	873	916	961
Legislation - Filed Bills Reviewed & Analyzed	2	3,196	1,888	2,937	3,084

(continued)

CLERK'S ADMINISTRATION

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Projected FY 19	Projected FY 20	Planned FY 21
<u>COMMUNICATIONS</u> (estimates based on partial data):					
# of Facebook Post Likes	4,5	25,651	26,000	26,000	26,000
Facebook Reach (# of people reached)	4,5	66,859	67,000	67,000	67,000
Facebook Video Views	4,5	26,016	27,000	27,000	27,000
Facebook Page Views	4,5	15,777	16,000	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	380	380	380
<u>EMPLOYEE LIAISON:</u>					
# of Investigations Undertaken	8	8	10	11	12
# of Formal Complaints	8	1	2	2	2

CLERK'S ADMINISTRATION

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 1,100,530	\$ 1,552,054	\$ 1,416,399	\$ 1,433,645
Operating Expenditures	463,974	245,586	247,986	247,986
Capital Equipment	20,670	-	-	-
Total	\$ 1,585,175	\$ 1,797,640	\$ 1,664,385	\$ 1,681,631

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Allocated Departments	\$ 1,290,070	\$ 1,591,203	\$ 1,451,138	\$ 1,466,489
Board Funding	121,858	68,301	70,701	70,701
General Government	173,247	138,136	142,546	144,441
Total	\$ 1,585,175	\$ 1,797,640	\$ 1,664,385	\$ 1,681,631

Positions

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

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. The FY 2020 and FY 2021 budgets reflect continuation funding.

HUMAN RESOURCES

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

KEY OBJECTIVES:

1. Administer benefits to 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 ADAA.
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	Projected FY 19	Projected FY 20	Planned FY 21
<i>Workload/Demand:</i>					
Onboarding Meetings	5, 11	45	52	26	26
Recruitments	2	106	100	100	100
Pre-disciplinary hearings administered	12	9	20	20	20
New hire group orientations	5	10	12	0	0

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HUMAN RESOURCES

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Projected FY 19	Projected FY 20	Planned FY 21
Background screenings	2	177	300	250	250
Employee separations processed	1,12	75	125	100	100
Retirement/DROP briefings/sessions	1, 9	75	50	50	50
Leaves of absence administered	6	399	450	450	450
Workers Comp Cases administered	7	13	30	25	25
Applications Reviewed	2	10,634	10,000	10,000	10,000
ADA Accommodation Requests	16	14	20	20	20
Current/Active retiree personnel files maintained	3	777	775	775	775
Clerk ID badges created	5	229	225	225	225
Employment Verifications processed	3	135	125	150	150
Conduct exit interviews	1	52	80	80	80
Process Performance Appraisals	15	558	400	1,000	1,000
Public Records Requests	3	5	10	10	10
EEOC requests	13	2	5	5	5
Applicants tested	2	557	600	600	600
Attendance Infractions letters created	18	443	300	200	200
Provided Key Performance Indicators to Policy Group	17	52	52	52	52

HUMAN RESOURCES

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 567,625	\$ 611,919	\$ 681,217	\$ 688,427
Operating Expenditures	107,122	110,950	56,950	57,950
Capital Equipment	-	-	-	-
Total	\$ 674,748	\$ 722,869	\$ 738,167	\$ 746,377

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Allocated Departments	\$ 671,869	\$ 719,869	\$ 734,167	\$ 741,377
Board Funding	2,878	3,000	4,000	5,000
Total	\$ 674,748	\$ 722,869	\$ 738,167	\$ 746,377

Positions

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	Projected FY 19	Projected FY 20	Planned FY 21
<i>Workload/Demand:</i>					
# of requisitions reviewed & processed through Oracle	1,2,3, 5,7	1,434	1,500	1,567	1,637
# of Bids, Requests for Proposals & Request for Quotations compiled and issued	1,2,3, 4,7	3	5	4	4
# of isupplier vendors used by Purchasing	1,2,3, 5,7	205	210	210	210
# of CARFs reviewed and processed	1,2,3, 6,7	241	250	259	268
# of P-Card purchases made by Purchasing Staff	1,2,3, 5,7	319	330	341	352
<i>Efficiency:</i>					
# of requisitions processed per FTE (based on 2 FTEs)	1,2,3 , 5,7	717	750	783	818
# of CARFs processed within 1 day of receipt	1,2,3 , 6,7	223	250	259	268
# of reviewed P-card transactions as P-card Administrator	1,2,3 , 5,7	665	680	694	709

(continued)

PURCHASING

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Projected FY 19	Projected FY 20	Planned 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%	95%	95%	95%
Avg # of days to complete a requisition	1,2,3, 5,7	1.3	2	2	2
% of CARFs processed within 1 day of receipt	1,2,3, 6,7	92%	95%	95%	95%

PURCHASING

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ -	\$ -	\$ 201,257	\$ 202,403
Operating Expenditures	-	-	5,474	8,722
Capital Equipment	-	-	-	-
Total	\$ -	\$ -	\$ 206,731	\$ 211,125

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Allocated Departments	\$ -	\$ -	\$ 204,799	\$ 209,145
Board Funding	-	-	1,932	1,980
Total	\$ -	\$ -	\$ 206,731	\$ 211,125

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 will be budgeted as a separate department. Two positions were transferred in from Mail Services and 1/2 of a position was transferred from Clerk Administration. The 1/2 position is split funded with Mail Services.

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 utility bills for County Finance thru the Falcon system.
 7. Provide all of the above services in a reliable manner, while providing superior customer service.
-

Mail Services provides services to the following agencies:

Clerk of Circuit Court & Comptroller: Brandon Satellite, CCC Accounting, Clerk Admin, HR, Payroll, County Finance, Court Ops, Court Processing Center, Archives, Customer Service Center, IT, Jury Services, Mental Health/Probate, Plant City Clerk's Office, Recording/Marriage License, South County Clerk's Office, Value Adjustment Board, & BOCC Records. **Hillsborough County Agencies:** 911 Streets and Addresses, Affordable Housing, Animal Services, Arts Council, Bible Based HS, Brandon Community HS, Brandon Senior Center, Building Planning and Growth Mgmt., Calhoun Head Start, Child Care Licensing, Children's Board, Children's Services, Citizen Board Support, Civil Service Board, Client & Liaison Services, Code Enforcement, Comm./Citizen Satisfaction, Communications, Community Codes & Compliance, Consumer Protection (Ruskin), Cooperative Extension, County Administration, County Attorney, County Commissioners, Criminal Justice, East Service Unit (Public Works Road Dept.), Easter Seals, Economic Development, Environmental Protection Commission, Equal Opportunity Admin, Expressway Authority, Family & Aging Services, Fire Rescue/ EOC, Fleet Mgmt., Government Services Admin., Grant Park Head Start, Guardian Ad Litem, Head Start (MOSI), Health Dept., HSS/St. Joseph, HTV/Communications, Human Resources, Infrastructure & Development Services Fiscal & Support Services, ITS (Queens Palm Dr, Computer Room, & Pierce St locations), Kimmin's Head Start, Kings Kid Head Start, La Paloma Head Start, Law Library, Lee Davis NSC, Mango Head Start, McCloud Head Start, Medical Examiner, MOSI, Mosquito Control, Neighborhood Relations, North Tampa Clinic-NSC, North Tampa Head Start, Northlake Senior Center, OCA Records, Parks & Conservation (Morris Bridge), Parks & Rec. Conservation Unit 1, Parks and Recreation, Phyllis Busansky Senior Center, Planning & Growth Management (Ruskin), Planning Commission, Plant City Head Start, Plant City NSC, Plant City Property Appraiser, Plant City Senior Center, Procurement, Property Appraiser (Ruskin, Brandon & Downtown locations), Public Library, Public Safety & Community Services Fiscal & Support Services, Public Works/Engineering, Real Estate Facilities Management, Real Estate/Survey Dept., Risk Management, Robles Park Head Start, School Board, Small Business Info Center, Soil & Water Conservation (Plant City), South County Head Start, South Service Unit, South Shore NSC, Specialized Services, Specialized Transportation (Sunshine Line), Supervisor of Elections, Surplus Warehouse, Tampa Heights Head Start, Tax Collector/Auto tags, TGH/Family & Aging (HSS), Traffic Services Dept., University Community-NSC, Veterans Affairs, W. Tampa Head Start, W. Tampa NSC, YMCA Head Start.

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

MAIL SERVICES

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Projected FY 19	Projected FY 20	Planned FY 21
<i>Workload/Demand:</i>					
# of pieces of USPS mail received & redelivered	1,7	865,719	865,719	857,062	848,435
# of pieces of expedited/certified mail tracked	1,2,7	19,582	19,582	17,624	15,666
# of pieces of mail processed or shipped	2,4,7	1,635,770	1,635,770	1,619,413	1,603,056
Postage cost	2,7	\$789,711	\$789,711	\$744,929	\$737,405
# of pieces of inter-office & prepaid mail picked up & delivered	3,7	774,759	774,759	767,012	759,265
# of boxes picked up and delivered	3,7	5,014	5,014	4,513	4,012
# of Notices & Jury Summons	2,4,7	761,744	761,744	754,127	746,510
# of checks & accounting letters	2,4,7	47,936	47,936	43,143	38,530
# of locations serviced	1,3,7	199	199	204	209
# of vehicles managed	5	7	7	7	7
<i>Efficiency:</i>					
# of incoming pieces of mail per FTE (6.5 employees)	1,3,7	133,187	133,187	131,855	130,528
# of outgoing pieces of mail per FTE (3 employees)	1,2,4, 7	545,256	545,256	539,804	534,352
	3,7	119,193	119,193	118,001	116,810
# of pieces of inter-office & prepaid mail per FTE (6.5 employees)					
Average # of locations serviced per FTE (6.5 employees)	1,3,7	31	31	31	31
# 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

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 647,755	\$ 692,909	\$ 629,794	\$ 636,084
Operating Expenditures	68,679	110,550	104,758	128,871
Capital Equipment	52,854	48,401	35,557	36,509
Total	\$ 769,288	\$ 851,860	\$ 770,109	\$ 801,464

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Allocated Departments	\$ 329,131	\$ 366,359	\$ 288,617	\$ 288,280
Board Funding	440,157	485,501	481,492	513,184
Total	\$ 769,288	\$ 851,860	\$ 770,109	\$ 801,464

Positions

Allocated Departments	6	6	4.5	4.5
Board Funding	6	6	6.0	6.0
Total	12	12	10.5	10.5

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 will be budgeted as a separate department. Two positions were transferred from Mail Services to Purchasing and 1/2 of a position was transferred in from Clerk Administration. The 1/2 position is split funded with Purchasing.

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	Projected FY 19	Projected FY 20	Planned FY 21
<i>Workload/Demand:</i>					
# of deposit reconciliations per year	1	5,230	5,250	5,250	5,250
# of consolidated payment requests per year	2,7	13,040	13,000	13,500	13,500
# of NSF checks per month	3	17	20	15	15
# of interfaces per month	4	82	82	82	82
# of jury & witness checks per month	5	1,134	1,200	1,200	1,200
# of monthly closings	6	12	12	12	12
# of bank reconciliations per month	7	9	9	9	9
# of monthly reports	8	9	9	9	9
# of jury & witness requests entered	5	13,606	13,600	13,600	13,600
# of journal entries processed	6	4,756	4,700	4,500	4,500
<i>Efficiency:</i>					
# of deposit reconciliations per FTE per year	1	1,743	1,750	1,750	1,750
# of payment requests per FTE per year	2,7	2,608	2,600	2,700	2,700
# of NSF checks per FTE per month	3	9	10	7	7
# of interfaces per FTE per month	4	41	36	41	41
# of jury & witness checks per FTE per month	5	756	800	800	800
# of monthly closings per FTE	6	1	1	1	1
# of bank reconciliations per FTE per month	6	9	9	9	9
# of monthly reports per FTE	8	9	9	9	9

(continued)

CCC ACCOUNTING

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Projected FY 19	Projected FY 20	Planned FY 21
<i>Effectiveness:</i>					
% of deposit reconciliations completed within two business days	1	99%	99%	100%	100%
% of NSF checks collected	3	84%	95%	99%	99%
% of payments issued within average of 10 days of request	2,7	87%	98%	99%	99%
% of interfaces completed in 4 business days	4	100%	100%	100%	100%
% of jury & witness checks paid in 20 days from date of service	5	100%	100%	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

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 1,613,828	\$ 1,781,122	\$ 1,849,180	\$ 1,862,985
Operating Expenditures	97,415	168,745	164,770	167,020
Capital Equipment	-	-	-	-
Total	\$ 1,711,243	\$ 1,949,867	\$ 2,013,950	\$ 2,030,005

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Allocated Departments	\$ 1,707,051	\$ 1,945,367	\$ 2,007,200	\$ 2,021,005
Board Funding	4,192	4,500	6,750	9,000
Total	\$ 1,711,243	\$ 1,949,867	\$ 2,013,950	\$ 2,030,005

Positions

Allocated Departments	26	26	26	26
Total	26	26	26	26

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

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 40 live classroom classes monthly.
2. Offer a robust e-learning course catalog with a monthly goal of a 20% workforce participation rate.
3. Develop and implement training for identified operational needs (demand and/or new procedure) within 30 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	Projected FY 19	Projected FY 20	Planned FY 21
<i>Workload/Demand:</i>					
# of live classroom courses offered	1	N/A	370	390	400
# of e-learning courses offered	2	N/A	70	80	100
# of NDPs developed	3	N/A	5	5	5
# of Certified Front Line Trainers	4	N/A	30	40	45
# of planned assessments	5	N/A	8	7	8
# of new hires scheduled for Big BOOT	6	N/A	80	80	80
# of new hires scheduled for BOOT Plus (*formally known as BOOT)	6	N/A	70	70	70
<i>Efficiency:</i>					
# of live classroom courses conducted	1	N/A	370	390	400
# of students that completed live courses	1	N/A	3,600	3,700	3,800
# of students that completed e-learning courses	2	N/A	1,500	1,550	1,600
# of NDPs approved	3	N/A	5	5	5
# of TAPs developed and implemented (combined total from all departments)	4	N/A	20	30	40
# of TAP evaluations submitted (combined total from all departments)	4	N/A	50	60	70
# of assessments conducted	5	N/A	8	7	8
# of new hires that completed Big BOOT	6	N/A	80	80	80
# of new hires that completed BOOT Plus	6	N/A	70	70	70

(continued)

TRAINING AND DEVELOPMENT

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Projected FY 19	Projected FY 20	Planned FY 21
<i>Effectiveness:</i>					
# of invested student training hours	1	N/A	30,000	31,000	32,000
Collective % from evaluations for all live course that indicated "agree" or "strongly agree" that the training experience will be useful in my work.	1	N/A	75	80	85
Collective % from evaluations for all live course that indicated "disagree" or "strongly disagree" that the training experience will be useful in my work.	1	N/A	20	15	10
Collective % from evaluations for all live course that indicated "agree" or "strongly agree" that the training was relevant to me.	1	N/A	75	80	85
Collective % from evaluations for all live course that indicated "disagree" or "strongly disagree" that the training was relevant to me.	1	N/A	20	15	10
% of workforce that completed e-learning courses	2	N/A	25	35	45
# of courses (live or e-learning) developed and implemented based on an approved NDP.	3	N/A	5	5	5
Collective % from TAP evaluations indicating "agree" or "strongly agree" for the question, "I feel confident in my abilities to perform my duties and responsibilities as a result of the training."	4	N/A	70	75	80
Collective % from TAP evaluations indicating "disagree" or "strongly disagree" for the question, "I feel confident in my abilities to perform my duties and responsibilities as a result of the training."	4	N/A	15	10	5
% of departments that met TAP program training requirements	5	N/A	75	80	90
# of resigned new hires that indicated "poor training" as the reason for leaving	6	N/A	2	1	0

TRAINING AND DEVELOPMENT

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ -	\$ 393,356	\$ 444,992	\$ 450,959
Operating Expenditures	-	3,100	54,800	55,800
Capital Equipment	-	-	-	-
Total	\$ -	\$ 396,456	\$ 499,792	\$ 506,759

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Allocated Departments	\$ -	\$ 395,856	\$ 498,092	\$ 504,059
Board Funding	-	600	1,700	2,700
Total	\$ -	\$ 396,456	\$ 499,792	\$ 506,759

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 for 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 1 position is 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	Projected FY 19	Projected FY 20	Planned FY 21
<i>Workload/Demand:</i>					
# of case file requests (Courts) (daily)	1	92	85	85	85
# of case file requests (Destruction Team) (daily)	1	360	300	300	300
# of case file requests file per 5 print schedules (daily)	1	90	77	77	77
# of supply requests (daily)	6	4	5	5	5
# of court files audited for destruction (yearly)	4	78,920	60,000	60,000	60,000
# of court files files destroyed (space saved in linear ft.) (yearly)	7	1,790	1,440	1,440	1,440
# of administrative records destroyed (cu.ft) (yearly)	7	960	720	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	20	20	20

(continued)

RECORDS MANAGEMENT

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Projected FY 19	Projected FY 20	Planned FY 21
<i>Efficiency:</i>					
Average # of case files pulled per FTE daily	1	200	210	220	220
Average # of supply items pulled for delivery daily	6	4	5	5	5
Average # of court files audited per FTE daily - Destruction Dept	4	30	30	30	30
Average # of quality control audits performed daily	4	6	10	10	10
Average # of training provided (excluding Scanning)	5	8	8	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

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 605,733	\$ 759,171	\$ 787,975	\$ 797,706
Operating Expenditures	76,899	136,100	144,900	170,900
Capital Equipment	-	-	5,000	5,000
Total	\$ 682,632	\$ 895,271	\$ 937,875	\$ 973,606

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Allocated Departments	\$ 207,988	\$ 267,032	\$ 280,184	\$ 283,531
Board Funding	62,506	94,700	111,100	137,100
Court Fees Funding	412,137	533,539	546,591	552,975
Total	\$ 682,632	\$ 895,271	\$ 937,875	\$ 973,606

Positions

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	Projected FY 19	Projected FY 20	Planned FY 21
<i>Workload/Demand:</i>					
Number of servers maintained		394	415	430	450
Terabytes of data stored		188	225	250	275
Number of pages of print produced by Operations		616,416	620,000	620,000	620,000
<i>Efficiency:</i>					
Number of servers per administrator		79	83	86	90
Percentage of servers virtualized			93%	97%	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

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 1,378,617	\$ 1,200,228	\$ 1,236,077	\$ 1,253,849
Operating Expenditures	1,291,129	1,786,660	1,765,115	1,952,740
Capital Equipment	144,059	121,200	113,000	285,500
Total	\$ 2,813,805	\$ 3,108,088	\$ 3,114,192	\$ 3,492,089

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Allocated Departments	\$ 2,813,805	\$ 3,108,088	\$ 3,114,192	\$ 3,492,089
Total	\$ 2,813,805	\$ 3,108,088	\$ 3,114,192	\$ 3,492,089

Positions

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	Projected FY 19	Projected FY 20	Planned FY 21
Workload/Demand:					
# of Odyssey Application Technical Support issues reported/resolved	1	712/712	2044/2044	2044/2044	2044/2044
# of Jury Application Technical Support issues reported/resolved	1	26/24	36/35	32/32	32/32
# of e-Filing Application Technical Support issues reported/resolved	1	77/75	150/150	106/106	106/106
# of Odyssey Custom reports requested reported/resolved	2	30/25	88/83	90/85	90/85
# of Other System Application Support issues reported/resolved	2	323/323	477/470	477/470	477/470
# of patches/upgrades implemented/resolved	3	6/4	50/50	50/50	50/50
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	3	3
Number of FTE's to support technically other system items		3	3	3	3
Effectiveness:					
Percentage of Critical items resolved within 24 hours		97%	97%	97%	97%
Implementation of Odyssey Major Upgrade Release every two years		1	1	1	1
Percentage of technical configurations, programs and changes installed in production with no rollback or rework		96%	96%	96%	96%

COURT SOLUTIONS AND SUPPORT

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 1,565,877	\$ 1,784,725	\$ 1,839,745	\$ 1,862,417
Operating Expenditures	667,389	828,044	801,715	824,264
Capital Equipment	-	-	-	-
Total	\$ 2,233,265	\$ 2,612,769	\$ 2,641,460	\$ 2,686,681

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Allocated Departments	\$ 2,233,265	\$ 2,612,769	\$ 2,641,460	\$ 2,686,681
Total	\$ 2,233,265	\$ 2,612,769	\$ 2,641,460	\$ 2,686,681

Positions

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	Projected FY 19	Projected FY 20	Planned FY 21
<i>Workload/Demand:</i>					
# of Oracle EBS Support issues reported/resolved	1	473/243	500/450	500/450	500/450
# of OnBase Support issues reported/resolved	1	395/303	375/350	375/350	375/350
# of Other Systems Technical Support issues reported/resolved	1	120/102	100/90	30/25	30/25
# of OnBase enhancements & Program changes developed and implemented	2	15	20	20	20
# of Program Changes / Request for Oracle EBS	2	34	40	40	40
# of patches/upgrade for Oracle EBS	3	7	8	8	8
# of patches/upgrades for OnBase	3	1	0	1	0
# of new and changed Oracle Supplier/Customer records	8	11,153	8,000	8,000	8,000
# of training classes scheduled and conducted	4	31	32	24	24

(continued)

ENTERPRISE SOLUTIONS AND SUPPORT

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Projected FY 19	Projected FY 20	Planned FY 21
# of students trained in OnBase and Oracle EBS	4	162	120	120	120
# of active users in Oracle EBS (all applications)	5	5,918	5,800	6,000	6,000
# of Oracle Workflow Configurations assigned	5	6,636	5,100	7,000	7,000
# of Oracle Security Responsibilities provisioned to Users	5	7,712	6,000	8,000	8,000
# of active OnBase, CUPS, Spoolview, Wells Fargo Access Users	5	1,668	2,000	1,000	1,000
# of documents scanned and indexed (OnBase)	7	4,738	3,500	5,000	5,000
# of notifications to systems users	6	166	250	200	200
# of password resets	6	343	500	300	300
# of ServiceDesk Phone calls and ServiceDesk emails received	6	7,252	12,000	8,000	8,000
# of ServiceDesk issues reported/resolved within Clerk's office	9	4,656	3,500	4,500	4,500

Efficiency:

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

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 2,480,848	\$ 2,577,725	\$ 2,647,073	\$ 2,699,575
Operating Expenditures	874,502	1,092,579	914,134	943,149
Capital Equipment	-	-	-	-
Total	\$ 3,355,350	\$ 3,670,304	\$ 3,561,207	\$ 3,642,724

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Allocated Departments	\$ 2,205,230	\$ 2,451,758	\$ 2,236,937	\$ 2,302,470
Board Funding	\$ 1,150,120	\$ 1,218,546	\$ 1,324,270	\$ 1,340,254
Total	\$ 3,355,350	\$ 3,670,304	\$ 3,561,207	\$ 3,642,724

Positions

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.

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	385	415
# 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	80	80
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%	30%	30%
 IT Desktop Engineering (DE)					
<i>Workload/Demand:</i>					
# of desktop devices supported	3	1,292	1,059	1,092	1,092
# 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	1,067	1,042
# of desktop devices refreshed	5	311	350	355	360

(continued)

ENTERPRISE TECHNICAL SUPPORT

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Projected FY 19	Projected FY 20	Planned FY 21
<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	7,100
# of critical incidents resolved within 24 hours	3	600	235	200	200
# of devices patched	4	1,100	1,040	1,067	1,042
# of desktop devices refreshed	5	311	350	355	360
# of desktop devices refreshed					
<i>Effectiveness:</i>					
% of incidents resolved	3	92%	100%	100%	99%
% of Critical incidents resolved within 24 hours	3	97%	96%	100%	100%
% of desktop devices patched	4	85%	98%	98%	95%
% of desktop devices refreshed	5	24%	33%	33%	33%

ENTERPRISE TECHNICAL SUPPORT

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 1,057,659	\$ 1,247,390	\$ 1,233,551	\$ 1,247,237
Operating Expenditures	879,002	1,084,368	1,179,427	1,094,385
Capital Equipment	533,596	679,900	952,900	845,900
Total	\$ 2,470,256	\$ 3,011,658	\$ 3,365,878	\$ 3,187,522

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Allocated Departments	\$ 2,470,256	\$ 3,011,658	\$ 3,365,878	\$ 3,187,522
Total	\$ 2,470,256	\$ 3,011,658	\$ 3,365,878	\$ 3,187,522

Positions

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

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	Projected FY 19	Projected FY 20	Planned FY 20
<i>Workload/Demand:</i>					
Number of active projects in EPMO portfolio	3	19	20	20	20
<i>Efficiency:</i>					
<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%

ENTERPRISE PROGRAM MANAGEMENT OFFICE

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 611,483	\$ 991,230	\$ 1,037,078	\$ 1,049,630
Operating Expenditures	27,394	86,200	70,347	69,772
Capital Equipment	-	-	-	-
Total	\$ 638,877	\$ 1,077,430	\$ 1,107,425	\$ 1,119,402

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Allocated Departments	\$ 638,877	\$ 1,077,430	\$ 1,107,425	\$ 1,119,402
Total	\$ 638,877	\$ 1,077,430	\$ 1,107,425	\$ 1,119,402

Positions

Allocated Departments	6	7	7	7
Total	6	7	7	7

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. 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 and Pro Se users within 5 business days.

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Projected FY 19	Projected FY 20	Planned FY 21
<i>Workload/Demand:</i>					
# of state mandated reports	1	536	536	536	536
# of external reports	2	808	808	808	808
# of internal reports	3	372	372	372	372
# of cases reported via MECOM entry	4	4,395	4,445	4,496	4,547
# of HOVER Registrations Processed	5	1,700	1,719	1,739	1,759

Efficiency:

# of state mandated reports prepared, verified and submitted per FTE	1	134	134	134	134
# of internal reports prepared, verified and submitted per FTE	2	202	202	202	202
# of external reports prepared, verified and submitted per FTE	3	93	93	93	93
# of cases reported via MECOM entry per FTE	4	4,395	4,445	4,496	4,547
# of HOVER Registrations processed per FTE	5	850	860	869	879

Effectiveness:

% 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

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 1,015,782	\$ 1,078,002	\$ 1,140,415	\$ 1,362,439
Operating Expenditures	469,652	698,991	617,480	615,530
Capital Equipment	-	-	-	-
Total	\$ 1,485,434	\$ 1,776,993	\$ 1,757,895	\$ 1,977,969

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Board Funding	\$ 32,528	\$ 93,450	\$ 97,005	\$ 95,055
Court Fees Funding	1,452,906	1,683,543	1,660,890	1,882,914
Total	\$ 1,485,434	\$ 1,776,993	\$ 1,757,895	\$ 1,977,969

Positions

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

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

The bulk of all Court operating expenditures are budgeted in this department in an effort to streamline the Courts purchasing functions. 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	Projected FY 19	Projected FY 20	Planned FY 21
<i>Workload/Demand:</i>					
# of jurors summoned	1	88,914	89,928	90,953	91,990
# of jurors reporting	2	63,497	64,221	64,953	65,693
# of jurors sent to voir dire	3	13,111	13,260	13,412	13,565
 <i>Efficiency:</i>					
Average # of summonses processed per F I E	1	29,638	29,976	30,318	30,663
Average # of Jurors reporting processed per F I E	2	21,166	21,407	21,651	21,898
 <i>Effectiveness:</i>					
% of jurors processed within 1 hour	2	100%	100%	100%	100%

JURY SERVICES

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 173,471	\$ 167,595	\$ 154,724	\$ 157,364
Operating Expenditures	60,856	77,193	78,066	78,938
Capital Equipment	-	-	-	-
Total	\$ 234,327	\$ 244,788	\$ 232,790	\$ 236,302

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Board Funding	\$ 1,642	\$ 3,550	\$ 4,423	\$ 5,295
Court Fees Funding	232,685	241,238	228,367	231,007
Total	\$ 234,327	\$ 244,788	\$ 232,790	\$ 236,302

<u>Positions</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Court Fees Funding	3	3	3	3
Total	3	3	3	3

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

The FY 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	Projected FY 19	Projected FY 20	Planned FY 21
<i>Workload/Demand:</i>					
# of calls handled	1	478,552	485,252	492,045	498,934
# of dropped calls	1	115,987	114,363	112,762	111,183
# of payments accepted by agent	2	38,317	31,803	26,937	21,909
# of payments accepted by IVR	2	7,132	30,696	35,914	42,020
Average Queue Time (Minutes)	3	00:07:18	00:06:00	00:05:30	00:05:00
Average Handle Time (Minutes)	4	00:03:21	00:02:50	00:02:50	00:02:50
# of calls presented	5	607,615	616,122	624,747	633,494
# of calls Dequeued (Call Back Option)	6	87,050	88,269	89,504	90,758
# of Court dates set by IVR	7	3,533	3,582	3,633	3,683
<i>Efficiency:</i>					
# of calls handled per FTE	1	31,903	32,350	32,803	33,262
# of payments accepted by phone per FTE	2	9,579	6,361	5,387	4,382
<i>Effectiveness:</i>					

CALL CENTER

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 1,303,165	\$ 1,357,745	\$ 1,462,296	\$ 1,478,341
Operating Expenditures	-	-	-	-
Capital Equipment	-	-	-	-
Total	\$ 1,303,165	\$ 1,357,745	\$ 1,462,296	\$ 1,478,341

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Allocated Departments	\$ 327,733	\$ 323,843	\$ 340,318	\$ 344,649
Court Fees Funding	975,432	1,033,902	1,121,978	1,133,692
Total	\$ 1,303,165	\$ 1,357,745	\$ 1,462,296	\$ 1,478,341

Positions

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	Projected FY 19	Projected FY 20	Planned FY 21
<i>Workload/Demand:</i>					
# of customers served at front counter	1	182,732	184,815	186,922	189,053
# of new cases entered in CLERC	2	2,937	2,970	3,004	3,039
# of modifications for child support cases	3	17,505	17,705	17,906	18,111
# of documents redacted	4	1,039,952	1,051,807	1,063,798	1,075,925
# of new collection cases referred	5	76,369	77,240	78,120	79,011
# of ISU applications processed	6	13,695	13,851	14,009	14,169
# of probation payments processed	7	5,345	5,406	5,468	5,530
# of APAD cases	8	761	770	778	787
<i>Efficiency:</i>					
# of customers served at front counter per FTE	1	5,895	5,962	6,030	6,098
# new cases entered in CLERC per FTE	2	245	248	250	253
# of support cases modified per FTE	3	1,459	1,475	1,492	1,509
# of documents redacted per FTE	4	173,325	175,301	177,300	179,321
# of new collection cases referred per FTE	5	38,185	38,620	39,060	39,505
# of ISU applications processed per FTE	6	6,848	6,926	7,005	7,084
# of probation payments processed per FTE	7	1,782	1,802	1,823	1,843
# of APAD cases per FTE	8	254	257	259	262

(continued)

CUSTOMER SERVICE CENTER

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Projected FY 19	Projected FY 20	Planned 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>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 4,322,529	\$ 4,624,001	\$ 4,787,415	\$ 4,842,165
Operating Expenditures	44,807	51,645	60,335	65,900
Capital Equipment	44,600	-	-	-
Total	\$ 4,411,936	\$ 4,675,646	\$ 4,847,750	\$ 4,908,065

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Board Funding	9,719	6,500	12,070	17,635
Court Fees Funding	4,402,218	4,669,146	4,835,680	4,890,430
Total	\$ 4,411,936	\$ 4,675,646	\$ 4,847,750	\$ 4,908,065

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	Projected FY 19	Projected FY 20	Planned FY 21
County Civil					
<i>Workload/Demand:</i>					
# of new cases filed	1	67,994	75,855	76,720	77,594
# of documents evented	2	1,386,098	1,401,900	1,417,881	1,434,045
# of pre-trial hearings scheduled	3	20,621	20,856	21,094	21,334
# of cases scheduled for dismissal	4	7,715	7,803	7,892	7,982
# of cases reopened	5	12,676	12,821	12,967	13,114
# of Appeals filed	6	96	97	98	99
(continued)					

CIVIL COURT PROCESSING CENTER

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Projected FY 19	Projected FY 20	Planned FY 21
<i>Efficiency:</i>					
# of cases filed per FTE	1	13,599	15,171	15,344	15,519
# of documents processed per FTE	2	198,014	200,271	202,554	204,864
# of pre-trial hearings scheduled per FTE	3	2,946	2,979	3,013	3,048
# of dismissal docket cases per FTE	4	1,102	1,115	1,127	1,140
# of cases reopened per FTE	5	3,169	3,205	3,242	3,279
# of Appeals filed per FTE	6	48	49	49	50
<i>Effectiveness:</i>					
% of cases filed within 2 business days of clock in date	1	73%	80%	85%	90%
% of documents docketed within 3 business days of clock in date	2	97%	98%	98%	98%
Circuit Civil					
<i>Workload/Demand:</i>					
# of new cases filed	1	12,114	13,148	13,298	13,450
# of documents evented	2	754,379	762,979	771,677	780,474
# of Mortgage Foreclosure sales processed	3	1,676	1,695	1,714	1,734
# of cases reopened	4	7,983	8,074	8,166	8,259
# of Appeals filed	5	276	279	282	286
<i>Efficiency:</i>					
# of cases filed per FTE	1	6,057	6,574	6,649	6,725
# of documents processed per FTE	2	83,820	84,775	85,742	86,719
# of Mortgage Foreclosure sales processed per FTE	3	419	424	429	433
# of cases reopened per FTE	4	3,992	4,037	4,083	4,130
# of Appeals filed per FTE	5	138	140	141	143
<i>Effectiveness:</i>					
% of cases filed within 2 business days of clock in date	1	99%	99%	99%	99%
% of documents docketed within 3 business days of clock in date	2	98%	99%	99%	99%

(continued)

CIVIL COURT PROCESSING CENTER

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Projected FY 19	Projected FY 20	Planned FY 21
Family Law					
<i>Workload/Demand:</i>					
# of new cases filed	1	13,809	14,158	14,231	14,484
# of documents evented	2	677,039	684,757	692,563	700,459
# of cases reopened	3	15,045	15,217	15,390	15,565
# of Appeals filed	4	63	64	64	65
<i>Efficiency:</i>					
# of new cases filed per FTE	1	6,905	7,079	7,116	7,242
# of documents evented per FTE	2	135,408	136,951	346,282	350,229
# of cases reopened per FTE	3	7,523	7,608	7,695	7,783
# of Appeals filed per FTE	4	3,761	32	32	33
<i>Effectiveness:</i>					
% of new cases filed within the 3 day requirement	1	100%	99%	99%	99%
% of documents evented within the 3 day requirement	2	98%	97%	97%	97%
Juvenile Dependency					
<i>Workload/Demand:</i>					
# of new cases filed	1	1,265	1,264	1,279	1,293
# of events entered	2,3	241,562	244,316	247,101	249,918
# of court hearings scheduled and attended	4	26,056	26,353	26,653	26,957
# of new cases reopened	3	473	478	484	489
# of Appeals filed	4	70	71	72	72
<i>Efficiency:</i>					
# of cases per person FTE	1	1,265	1,264	1,279	1,293
# of events entered per person FTE	2,3	120,781	122,158	247,101	249,918
# of hearings per person FTE	4	3,722	3,765	26,653	26,957
# of new cases reopened per FTE	5	473	478	484	489
# of Appeals filed per FTE	6	70	71	72	72
<i>Effectiveness:</i>					
% of new case files opened within 2 days	1	100%	100%	100%	100%
% of pleadings processed within 3 days	2,3	90%	95%	95%	95%

CIVIL COURT PROCESSING CENTER

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 3,918,405	\$ 4,117,327	\$ 4,198,783	\$ 4,310,927
Operating Expenditures	7,262	5,800	10,891	14,576
Capital Equipment	-	-	-	-
Total	\$ 3,925,667	\$ 4,123,127	\$ 4,209,674	\$ 4,325,503

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Board Funding	\$ 4,398	\$ 1,500	\$ 4,685	\$ 8,370
Court Fees Funding	3,921,270	4,121,627	4,204,989	4,317,133
Total	\$ 3,925,667	\$ 4,123,127	\$ 4,209,674	\$ 4,325,503

Positions

Court Fees Funding	69	69	68	68
Total	69	69	68	68

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 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.

□

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Projected FY 19	Projected FY 20	Planned FY 21
<i>Workload/Demand:</i>					
# of new procedures developed	1	54	50	50	50
# of discovery sessions held	2	0	75	75	75
<i>Efficiency:</i>					
# of new procedures developed per FTE	1	11	10	10	10
# of discovery sessions per FTE	2	0	15	15	15
<i>Effectiveness:</i>					
# of new procedures approved by committee	1	42	75	75	75

**The Training team became a separate department effective FY19.*

CENTRALIZED PROCEDURES & TRAINING CENTER

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 680,497	\$ 474,096	\$ 504,697	\$ 509,585
Operating Expenditures	-	-	-	-
Capital Equipment	-	-	-	-
Total	\$ 680,497	\$ 474,096	\$ 504,697	\$ 509,585

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Court Fees Funding	680,497	474,096	504,697	509,585
Total	\$ 680,497	\$ 474,096	\$ 504,697	\$ 509,585

<u>Positions</u>	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>
Court Fees Funding	11	7	7	7
Total	11	7	7	7

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 for the FY 2019 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	Projected FY 19	Projected FY 20	Planned FY 21
<i>Workload/Demand:</i>					
# of new cases opened	1	201,134	203,950	206,805	209,700
# of reopened cases	11	30,589	31,017	31,452	31,892
# of e-portal filings	1	341,953	346,740	351,595	356,517
# of court dates attended	2	345,025	349,855	354,753	359,720
# of bonds entered	5	39,884	40,442	41,009	41,583
# of bond forfeitures processed	6	7,130	7,230	7,331	7,434
# of petitions for sealing/expungments	7	793	804	815	827
# of evidence ID numbers created	8	20,032	20,312	20,597	20,885
# of notices of appeals filed	10	713	723	733	743
# of Judgments processed	4	39,817	40,374	40,940	41,513
# of FSP packets processed	4	3,785	3,838	3,892	3,946
<i>Efficiency:</i>					
# of new cases opened per FTE	1	13,409	13,597	13,787	13,980
# of e-portal filings per FTE	1	85,488	86,685	87,899	89,129

(continued)

CRIMINAL COURT PROCESSING CENTER

SERVICES/MEASURES:	Key Obj Num	Actual FY 18	Projected FY 19	Projected FY 20	Planned FY 21
# of court dates attended per FTE	2	8,626	8,746	8,869	8,993
# of bonds entered per FTE	5	9,971	10,111	10,252	10,396
# of bonds forfeitures processed per FTE	6	1,783	1,807	1,833	1,858
# of sealing/expungments per FTE	7	397	402	408	413
# of evidence ID numbers created by FTE	8	10,016	10,156	10,298	10,443
# of notices of appeals filed per FTE	10	119	120	122	124
# of cases reopened per FTE	11	3,399	3,446	3,495	3,544
# of Judgements processed per FTE	4	3,318	3,365	3,412	3,459
# of FSP packets processed per FTE	4	1,893	1,919	1,946	1,973
Effectiveness:					
% of new cases processed within 3 days	1	97%	100%	100%	100%
% of e-portal filings processed within 3 days	1	98%	100%	100%	100%
% of bonds entered within 3 days	5	98%	100%	100%	100%
% of bond forfeitures processed within 3 days	6	97%	100%	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%	100%	100%	100%
% of reopened cases processed within 3 days	11	99%	100%	100%	100%

CRIMINAL COURT PROCESSING CENTER

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 8,835,093	\$ 9,098,126	\$ 9,301,423	\$ 9,562,435
Operating Expenditures	28,289	26,150	33,094	46,013
Capital Equipment	-	-	-	-
Total	\$ 8,863,382	\$ 9,124,276	\$ 9,334,517	\$ 9,608,448

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Board Funding	\$ 18,440	\$ 9,950	\$ 20,619	\$ 33,538
Court Fees Funding	8,844,943	9,114,326	9,313,898	9,574,910
Total	\$ 8,863,382	\$ 9,124,276	\$ 9,334,517	\$ 9,608,448

Positions

Court Fees Funding	156	153	150	150
Total	156	153	150	150

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 2 positions were eliminated. 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	Projected FY 19	Projected FY 20	Planned FY 21
<i>Workload/Demand:</i>					
# of probate case filed	1	7,802	7,754	7,843	7932
# of guardianship audits (Accountings)	2	1,623	1,642	1,660	1679
# of guardianship audits (Plan of Person)	3	2,055	2,078	2,102	2126
# of new injunctions	4	6,968	7,080	7161	7242
# of photocopies of temporary orders, permanent orders, and orders of dismissal for distribution	4	721,041	350,000	250,000	150,000
# of new mental health cases filed	5	4,788	3,877	3,921	3,966
<i>Efficiency:</i>					
# of probate case filed per FTE	1	2,601	2,585	2,614	2,644
# of guardianship audits (Accountings) per FTE	2	1,623	1,642	1,660	1,679
# of guardianship audits (Plan of Person) per FTE	3	514	520	526	532
# of new injunctions per FTE	4	2,323	2,360	2,387	2,414
# of new mental health cases filed per FTE	5	1,161	1,939	1,961	1,983
<i>Effectiveness:</i>					
# 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

<u>Type of Expenditure</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Personal Services	\$ 1,487,055	\$ 1,522,385	\$ 1,603,466	\$ 1,622,360
Operating Expenditures	29,476	27,600	31,259	34,017
Capital Equipment	-	-	-	-
Total	\$ 1,516,531	\$ 1,549,985	\$ 1,634,725	\$ 1,656,377

<u>Funding Source</u>	<u>FY 18 Actual</u>	<u>FY 19 Adopted</u>	<u>FY 20 Adopted</u>	<u>FY 21 Planned</u>
Board Funding	\$ 4,523	\$ 2,500	\$ 5,259	\$ 8,017
Court Fees Funding	1,512,008	1,547,485	1,629,466	1,648,360
Total	\$ 1,516,531	\$ 1,549,985	\$ 1,634,725	\$ 1,656,377

Positions

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

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
<u>Board Funding</u>				
Property Insurance	\$ 20,053	\$ 29,000	\$ 29,000	\$ 29,000
Equipment Maintenance	16,764	-	-	-
Call Center Enhancements	23,690	-	-	-
Computer Software Agreements	235,490	-	-	-
Computer & Network Equipment	436,099	-	-	-
Replace End-of-Life Equipment	558,455	-	-	-
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	305,622	248,000	243,000
Classification and Compensation Study	-	500,000	296,165	296,165
County Employee Wellness Incentives	-	150,000	75,000	75,000
Residual Equity to BOCC	895,579	-	-	-
Total Board Funding	\$ 2,617,945	\$ 984,622	\$ 648,165	\$ 643,165
<u>Court Fees Funding</u>				
Transfer to CCOC Trust Fund	\$ 5,666,602	\$ 2,737,504	\$ 215,508	\$ 1,333,076
Title IV-D Allocated Out	(1,096,486)	(1,300,000)	(1,488,200)	(1,357,680)
Juror Costs	236,566	360,000	260,362	360,000
Classification and Compensation Study	-	313,867	1,461,491	1,357,040
Total Court Fees Funding	\$ 4,806,683	\$ 2,111,371	\$ 449,161	\$ 1,692,436
<u>General Government</u>				
Excess Fees to BOCC	\$ 443,440	\$ 27,278	\$ 81,000	\$ 42,964
Title IV-D Allocated In	1,096,486	1,300,000	1,488,200	1,357,680
Legal expenses	300,000	-	-	-
County Employee Wellness Incentives	92,180	-	-	-
Other Operating Costs	3,372	24,000	1,000	1,000
Replace Official Records System	404,820	-	-	-
Adult Pre-Arrest Diversion Program	2,366	-	-	-
Banking Service Fees	-	-	16,000	16,000
Classification and Compensation Study	-	200,000	160,441	160,441
Total General Government	\$ 2,342,664	\$ 1,551,278	\$ 1,746,641	\$ 1,578,085

NON-DEPARTMENTAL ACCOUNTS

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
<i>Allocated</i>				
Clerk's Salary	\$ 168,379	\$ 173,431	\$ 175,111	\$ 180,211
Clerk's Benefits & Taxes	91,318	97,689	98,484	101,111
General Liability Insurance	89,895	115,000	115,000	115,000
Retiree Health Insurance Subsidy	29,880	47,000	47,000	47,000
Employee Awards Program	11,312	50,000	50,000	50,000
Public Awareness Programs	616	10,000	10,000	10,000
Other Operating Costs	36	3,000	3,000	3,000
Total Allocated	\$ 391,436	\$ 496,120	\$ 498,595	\$ 506,322
<i>Trust Fund Reserves</i>				
Court Technology	\$ 2,624,796	\$ 2,842,172	\$ 3,086,366	\$ 3,341,375
Public Records Modernization	3,280,889	2,582,406	3,761,850	4,636,850
Foreclosure Public Education	24,707	24,460	28,000	29,600
Total Reserves	\$ 5,930,392	\$ 5,449,038	\$ 6,876,216	\$ 8,007,825

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.