

CFY 2016-17 Clerks' Proposed Budget Request



August 26, 2016

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Executive Summary

CFY 2016-17 Budget Request and Comparison to CFY 2015-16 LBC Revenue Limited Approved Budget

The Florida Clerks of Court Operations Corporation (CCOC) was established as a public corporation to perform the functions specified in this sections 28.35 .and 28.36, F.S. All 67 clerks of the circuit court are members of the CCOC and hold their position and authority in an ex officio capacity. The functions assigned to the CCOC are performed by an executive council pursuant to the plan of operation approved by the members.

The role of the CCOC is to review, certify, and recommend proposed budgets submitted by all 67 Clerks of the Court (the Clerks) and provide this to the Legislative Budget Commission (LBC) by August 1st. The request was submitted August 1, 2016, and this document provides detailed insight on the Clerks' budget request for fiscal year 2016-17.

The 67 Clerks, through their extensive data collection and analysis during the CCOC Budget Committee meetings, peer group comparisons, and the CCOC Executive Council, continuously focus on improving their budgeting process. The goal is to distribute available Trust Fund and other revenues to 67 Clerks in a fair and equitable manner and meet statewide performance standards.

The Clerks and the CCOC review process uses a variety of constantly improving methodologies to help reach these goals.

"Benchmark Budgeting" and "Case Weighting," for instance, are evaluated to help compare similarly situated Clerk budget requests, compare case costs and approve more consistent budgets within peer groups. **See Appendix A for a description of the methodology.**

A new "Program, Service and Activity" budgeting focus helps the CCOC and Clerks better understand and compare customer service demands, cost drivers, workloads and performance results. **See Appendix B for a list of Clerk's services and work activities.**

Additionally, Clerks focus on gaining efficiencies, utilizing technology and increasing productivity to minimize costs, especially as annual budget cuts take their effect. Revenue collection enhancement strategies are promoted and implemented to maximize Trust Fund revenue collections to support Clerks' budgets and distribute to state and local governments and other recipients.

As in previous years, the Clerks' budget needs are much more significant than the revenue available which required cuts to the \$466 million Clerks initially requested as their needs based budget. This can be seen in the table below.

LBC Approved Budget for CFY 2015-16	\$447.6 Million
CCOC Budget Committee Determined Needs Based Budget for Clerks	\$459.0 Million
CCOC Budget Committee Further Reduction	\$444.4 Million
CCOC Revenue Limited Budget Request to the LBC	\$422.0 Million

The following explains the CCOC CFY 2016-17 budget process:

The 67 Clerks' submitted a needs based budget request to the CCOC of \$466 million dollars.

Through an extensive review process, the CCOC is also statutorily tasked with calculating the minimum amount of revenue necessary for each Clerk to efficiently perform specified court-related functions and apply workload measures appropriate for determining the individual level of review required to fund each Clerk's budget. Components of the budget review process include a cost comparison of similarly situated clerks of the court (via peer groups) and a base budget review and examination of the total budget of each Clerk.

After meeting with Clerks and staff, the CCOC Budget Committee which consists of 14 Clerk members, conducted a budget deliberation process. The Committee used a "weighted workload measure" approach, as well as several other criteria, to help determine which Clerks should be considered for additional budget authority. The intent of the workload measure and subsequent budget deliberation process was to provide one means to compare Clerks' budgets within peer groups. This process also provided an important opportunity to identify and quantify external local factors that increased costs for individual Clerk offices within peer groups.

The workload measure, while still needing improvement, has been developing over the past few years. It allows the Committee to review Clerks' budgets at a peer group level to study caseloads, review and identify cost drivers, and exchange information about factors that impact the ability of a Clerk's office to more closely align their individual budgets. Clerks also presented quantifiable data about local cost factors that provided a savings or increased costs in comparison with their peer counties.

The comprehensive workload review process used this year revealed that a variety of local requirements required of Clerks can significantly drive up their individual costs and thus negatively impact their weighted workload when compared to Clerks within their own peer group. However, while Clerks were able to itemize and cost out many of these factors, there is recognition that to more accurately compare Clerks among their peer groups, further development is needed to determine a true base cost for Clerk services, exclusive of these local cost impacts. **See Appendix C for a sample of Local Cost Factors.**

Through this process, the Clerks' CFY 2016-17 budget needs, as determined by the CCOC Budget Committee requests is (\$459 Million).

The Budget Committee recognized that while there may be a verifiable need for the budget increases identified by Clerks, they could not realistically all be provided given the reduced funding projected to be available in CFY 2016-17. The Committee, therefore, placed limits on requests for pay raises and budget increases despite the need.

This reduced the Clerks' CFY 2016-17 budget requests (\$444.4 Million).

Due to the official projections of limited revenues available to the Clerks, CFY 2016-17 budget requests must be further reduced to \$422.0 Million. **See Appendix D for list by Clerk. See Appendix E for CCOC Budget Process-In-Brief.**

The LBC approved budget for CFY 2015-16 was \$447.6 million. The CFY 2016-17 revenue limited budget of \$422 is a decrease of -5.72% from the CFY 2015-16 approved budget.

CFY 2016-17 Revenue Limited Budget Request to LBC by peer groups

Peer Group	# of Counties	Budgets
1	13	\$5,866,349
2	18	\$18,768,822
3	13	\$38,939,761
4	11	\$71,698,770
5	6	\$73,715,528
6	6	\$213,058,987
Total: 67		\$422,023,218

Section 28.35, F.S. requires cost comparisons of similarly situated Clerks based on county population and number of filings. The “similarly situated” Clerks are placed into peer groups as seen in the chart above. A full review of these peer group assignments for “similarly situated clerks” is scheduled to occur in the coming year. This section also requires that the CCOC provide a detailed explanation for increases in anticipated expenditures in any clerk budget that exceeds the current year budget by more than three (3) percent and further identify any clerk which exceeds the average budget of similarly situated Clerks by more than 10 percent. Below are the results of the budget process and revenue reduced budget request.

Number of Clerks below their 2015-16 Approved LBC Budgets: 67
 Number of Clerks above their 2015-16 LBC Approved Budgets: 0
 Number of Clerks above 2015-16 Approved LBC Budgets by more than 3%: 0
 Number of Clerks that are 10% above their peer group counties' average: 22
 Number of Clerks that are 10% above in peer groups 1 and 2 counties average 14
 Number of Clerks that are 10% above in peer groups 3 and 4 counties average 7
 Number of Clerks that are 10% above in peer groups 5 and 6 counties average 1
 Number of Clerks, out of the 22 above 10%, that moved closer to peer group counties' average when compared to 2015-16 19

BOTTOM-LINES:

1. The Clerks' Trust Fund is seriously deficient for funding reasonable Clerks' budget needs.
2. Case processing (most directly tied to court cases) is just one of nine Clerk services.
3. Some costly Clerk services that have no fees show increasing workloads and costs.
4. The 10% Fines Account was focused on using technology to gain efficiencies. These funds are now increasingly needed to maintain critical services, causing a lapse in technology necessary to increase efficiencies.
5. Cost drivers not under the control of Clerks increase costs annually.
6. Civil and Civil Traffic revenue surpluses can no longer cover Criminal court deficits.

The Clerks' Budget Message in Brief

Services Provided by Clerks' Offices

There are three “programs,” nine groups of “services,” and forty-three work “activities” involved in operating a typical Clerks’ office. This listing provides a complete view of what Clerks do (Programs and Services) and how they do it (Work Activities). Many updated work “tasks” driving each “activity” will be available shortly.

Previous analyses of average workload burdens in a Clerk’s office indicated about 50% of work effort is devoted to case processing service. These numbers are still in the development stage. This includes creating and maintaining court case records, determining indigent status, preparing for and attending court, processing cases after court decisions, processing reopened cases, preparing records for appealed cases, records and evidence management and creating and maintaining child support/alimony records. Case processing workloads are driven by the number of new cases and cases continued from previous years being worked across Florida’s 10 case types. The docketing (filing) of data/information into each case’s file during the life of each case is recorded to provide evidence of case workload demands.

About another estimated 50% of work effort is devoted to the other eight services. Definitions of what work is undertaken in each of these are available in **Appendix B**. Some of the eight services are related to cases, but also relate to many other customer needs. The eight services are:

- 1) Revenue collection and disbursement
- 2) Financial Processing
- 3) Ad hoc requests for records
- 4) Ministerial Pro Se assistance
- 5) Technology services for external users
- 6) Standard reporting
- 7) Juror Management
- 8) Office Administration

The Impact of Florida’s Growth on Demands for Clerks’ Services

Residents: + 315,000 annual average population growth (945,000 over three years) (State EDR Office)

Net new business entities: hundreds annually

Visitor growth: about 10 million annually (30 million over 3 years) (Visit Florida)

Programs and Court Case Types

Criminal Program	1.	Circuit Criminal
	2.	County Criminal
	3.	Juvenile Delinquency
	4.	Criminal Traffic
Civil Program	5.	Circuit Civil
	6.	County Civil
	7.	Probate
	8.	Family
	9.	Juvenile Dependency
Traffic	10.	Civil Traffic

Clerks' customer groups are logically impacted by growth. Customers include thousands of state government organizations, federal agencies, local government organizations, hospitals, airports, universities, non-profits, private attorneys, media organizations, residents, visitors and business entities. These organizations rely on Clerks' services to do their jobs. Growth related impacts characteristically increase their demands and costs and, correspondingly, the Clerks' service demands and costs. ***See Appendix F for a list of typical customer groups.***

Drivers of Clerks' Service Demands, Workloads and Costs

Annually, Clerks' "needs-based" budget requests are particularly influenced by the following five drivers of service demands, workloads and costs:

Driver 1: Specific Factors Having Significant Impacts on Clerks' Costs

Clerks face unique budget challenges among their fellow County Constitutional Officers who are funded at the local level because they primarily perform local duties. Clerks, however, also support state court activities and county governments are not required to fund most portions of the Clerks' Article V/state government related costs. For example, Clerk court services expenses and workload may be dictated by judicial rules and administrative orders, local government hiring and benefit decisions, service requirements to indigent customers, judicial practices and assignments, and facilities with no associated funding.

Additionally, although the judiciary may receive funding for Senior Judge hours, magistrates, and hearing officers, and may issue rules or administrative orders that require Clerks to perform specific duties, Clerks do not receive additional funding for their expanded responsibilities to support those judicial requirements.

Appendix C has examples of actual budget impacts of many factors that are typically beyond the control of Clerks. They increase Clerks' costs without regard to severe budget constraints. These factors are especially challenging when Clerks are experiencing annual budget authority reductions due to reductions in Trust Fund revenues.

- a. Administrative Orders from the Judiciary that require more Clerk courtroom support than in most counties; the staffing of certain civil courts or proceedings; the creation of unique jury districts by county governments;
- b. The recent addition or expansion of specialty courts such as Veteran's Courts and Mental Health Courts could require more focus and work by staff to prepare for hearings than having these cases go through the regular process;
- c. Expectations to provide services to support increasing numbers of Senior Judge days which are funded to the Judiciary, but not to the Clerks for staffing;
- d. Requirements by the Judiciary for dual paper and electronic systems requiring duplicative work demands and costs;
- e. Changes in federal labor law requiring increased compensation/benefits;
- f. Fixed costs and increases in county government health and other employee benefit rates that significantly differ from county to county;
- g. County union contract agreements and collective bargaining increasing salary/benefit costs;
- h. Required increases in the Florida Retirement System (FRS) contributions;
- i. Increasing rates of retirement or terminations due to a larger percentage of employee retirements and forced terminations due to insufficient budget dollars available;

- j. Higher than average employee turnover rates increasing levels of training required for new employees, lowering overall employee productivity levels and increasing the chance of service errors;
- k. Increasing costs to hire employees with degrees/certifications required to staff more technologically sophisticated offices, in an increasingly competitive labor market;
- l. Increasing legal costs for citizens, businesses and visitors to engage in the legal system resulting in additional demands and costs for Clerks' Ministerial Pro Se Assistance Services;
- m. Increase in civil indigent filings, requires more work yet no filing fees are assessed/collected;
- n. Increased costs to implement/operate/maintain/improve new technology-based service requirements (e.g. e-filing, Child Support Payments) and more efficient customer support such as Service Portals, public access to court records, on-line payments of traffic tickets, and on-line juror excusal forms. In the short term cost savings are typically off-set by required dual systems, the need for higher skilled and higher compensated staff, and the increasing need for expansive storage networks requiring costly annual maintenance and ongoing improvements;
- o. Laws and ordinances that require expansion of abuse protection and more timely judicial system interventions increase case numbers and require coverage 24 hours a day, seven days a week for filing assistance and case hearings in Florida's Family Courts with no fee collections to help defray the additional Clerk costs. Statutory expansion of protections related to dating violence and cyber stalking increased costs even further;
- p. Significant numbers of judicial waivers of fines, fees and court costs for indigent citizens and visitors with no revenues to off-set Clerk workload costs;
- q. Annual increases in dependency cases filed by State agencies causing workload/cost increases with no fees or other revenues imposed to off-set rising costs;
- r. State law requiring the availability of pay plans for a defendant or plaintiff who cannot pay in full at the time of sentencing or when the case is filed, that require additional set-up, postage and monitoring;
- s. Requirements to keep certain satellite or branch facilities staffed for judicial activity regardless of cost impacts on Clerks' budgets;
- t. Expectations to institute additional revenue collection options (e.g. Operation Green Light) when budgets do not include funds to operate those events;
- u. State and CCOC requirements for budgeting process enhancements;
- v. Post-employment health benefits that are set by county governments and required for retired employees;
- w. Training needs for current employees to increase skill levels as office technology advances;
- x. County government decisions to no longer provide supplemental funding for portions of Clerks' Article V/state government related costs and therefore, increasing Clerk annual Budget Requests.
- y. Court Administrative Orders requiring Clerks' services at previous levels regardless of the impacts of Clerks' budget cuts that reduced staffing and operational capacities;

- z. Greatly increased redaction technology and staffing costs for e-Filed documents and online court records to comply with Florida Supreme Court Orders;
- aa. Inflation: between 1 - 2% will impact Clerk purchase costs of supplies, materials and equipment.

This is not an exhaustive list of factors that impact Clerks' budget requests, but provides examples of some of those identified during the budget review process.

Driver 2: “New Case Processing Workloads” within Florida’s ten court divisions, grouped by court program

Cases first opened and worked in the specified budget year.

Clerk Court Program	Actual FY 2013-14	Actual FY 2014-15	Estimated FY 2015-16	Projected FY 2016-17
Criminal Courts	1,123,685	1,052,373	1,025,273	1,034,732
Civil Courts	1,049,156	1,058,466	1,060,887	1,057,355
Civil Traffic	3,422,854	3,100,257	2,994,786	3,071,038
Total	5,595,695	5,211,096	5,080,946	5,163,125

Driver 3: “Continuing Case Processing Workloads” from previous years

Each year shows cases filed in a prior year that were worked in the current year, with estimates calculated for 2015-16 fiscal year.

Clerk Program	Total 2015-16 Estimate	Prior Year Cases worked in 2014-15	Prior Year Cases worked in 2013-14	Prior Year Cases worked in 2012-13
Criminal Courts	941,032	594,120	216,807	130,105
Civil Courts	917,056	512,788	252,325	151,943
Civil Traffic	915,167	737,712	123,086	54,369
Total	2,773,255	1,844,620	592,218	336,417

Docket Entries may include official court proceeding summaries, additional information being added, revisions, regular updates, opening or closing a case, or other court related activities.

Driver 4: “Docket Entry Case Processing Workloads”

Clerk Court Program	Actual FY 2013-14	Actual FY 2014-15	Estimated FY 2015-16	Projected FY 2016-17
Criminal Courts	41,838,024	42,045,573	42,419,540	41,364,912
Civil Courts	39,103,092	35,569,953	33,038,685	34,426,540
Civil Traffic	34,147,774	32,533,992	26,231,064	30,263,777
Total	115,088,890	110,149,518	101,689,289	106,055,229

An interesting situation:

Among the examples of cost driver impacts submitted by the Clerks were statistics kept by Collier County regarding case workloads, days in court and hours in court. The Circuit Felony Court data presents a scenario that may be the same in many other counties.

The one-county trend reinforces the Clerks’ assertions that reductions in court cases do not necessarily result in lower workloads and costs.

The data indicates that regardless of a trend between 2013 and 2015 showing circuit felony court caseloads dropping in Collier County (from 2,551 to 2,472) and a correspondingly lower number of days in court (from 250 to 241), the Collier County Clerks' staff hours in court went up (from 1,525 to 1,644).

Circuit Felony cases are the most labor intensive and complex. It may be logical that the availability of Senior Judges is making it possible for all judges to spend more time per case as case numbers are going down, thus resulting in more hours in court hearings for Clerks. Possible reasons will be explored.

Appendix G provides a listing of the output measures that Clerks provide to the CCOC.

Driver 5: Other than “Case Processing Service” Demands

The Clerks provide nine grouped services, including internal Office Administration. It is commonly assumed that the Clerks' Case processing service consumes most office efforts. Based on preliminary studies and consultant reports, the majority of statewide Clerk effort is in the other eight services.

The Clerks and the CCOC will continue to analyze historical workloads and service demand trends for the next three years to clarify likely demands and cost implications for all nine Clerk service areas. Preliminary assumptions related to workload trends are as follow:

1. Case processing service: These Clerk responsibilities are most directly related to the workload measures shown under “Driver 4.” There is considerable evidence that e-filing has not lessened workloads significantly and, in some cases, has increased it. Clerks are required to perform the same functions for any case filing, regardless of whether it was submitted electronically or in paper format. The change is in the method of delivery, not the processing.

2. Collecting and distributing revenues service: Collection Workloads are relatively constant regardless of reduced Trust Fund forecasts because court personnel are required to establish payment plans for those claiming indigence which is occurring more now than in the past. Revenue distribution workloads remain constant due to verification requirements and sorting 390 or so fee types into about 500 general ledger accounts.

3. Financial processing service: This is a small portion of a typical Clerk's office workload but it remains constant in terms of processing bonds and abandoned/unclaimed property and processing child support payments and reconciling financial transactions. Workloads may increase.

4. Technology services for external users: Clerks are now investing substantial employee time and money providing services such as e-portal maintenance, image integration with judicial viewers and internet access to Clerks' records. A primary cost driver of technology hardware and software in this service is the required redaction component to protect confidential and sensitive information within court records that are electronically filed and accessible. Workloads may increase in this service area.

5. Standard reporting services: Clerks produce many reports that are required by the Court, agencies, and the Legislature. As more entities seek to leverage Clerk data, including the private sector, it is likely that this service will increase at least slightly.

6. Jury management service: These workloads are likely to either remain fairly static or see slight increases over the next three years.

7. Ad hoc requests for records and reports: The volume of requests for records has increased with the issuance of the Florida Supreme Court orders allowing Clerks to provide online access to court records. As with technology services, a primary cost driver is the required redaction component to protect confidential and sensitive information within court records that are electronically filed and accessible. The workloads related to redactions have and will continue to increase.

8. Ministerial Pro se assistance service: Clerks must provide pro se assistance to all pro se litigants regardless of ability to pay. Increased workloads rose during the Great Recession and the trend continues today. These litigants typically have much more contact with deputy clerks than represented litigants.

9. Office administration: Human resource management, budgeting, accounting, other resource management/purchasing types of workloads vary by the size of the office. If offices grow, administration may grow.

BOTTOM-LINES:

1. Clerk workloads are complex and when all service demand, workload and cost pressures are considered, there is evidence that overall workloads are increasing regardless of court case reductions.
2. Many of the services that are showing signs of workload increases do not have revenue sources to off-set base costs, let alone increased costs.
3. The above, combined with previous reallocation of Clerks' Trust Fund revenues to other state accounts, years of un-adjusted fee schedules, reductions in judicial cases that produce filing fees and other revenues, and the loss of county supplemental revenues further complicate the Clerks' capacity to provide acceptable levels of its nine services over the next three years.

EXPLAINING THE CLERKS' 2016-17 BUDGET REQUEST ISSUES

A Summary of 67 Clerks' Needs-based Budget Requests

State law requires the submission of independent, needs-based budgets from state agencies. The CCOC followed this practice to be able to learn what 67 Clerks indicate is needed to properly provide their nine services, including office administration, to its thousands of individual customers.

The Clerks through the CCOC wanted to compare needs-based costs to the Trust Fund's capacity to meet those needs.

The CCOC Budget Committee analyzed 67 Budget Requests to determine what "continuation" and "new & improved" cost issues were requested. This is familiar information to the LBC staff and members. It helps identify the reason for budget requests.

The total "Needs-based" Budget Request from the 67 Clerks for 2016-17 was \$466 Million. This is a 3.9% increase compared to the current year's \$447.6 approved LBC Revenue Limited Budget for 2015-16.

Clerks' CFY 2016-17 Needs-based "CONTINUATION COST ISSUES"

For this 2016-17 Clerks' budget request to the LBC, "Continuation cost issues" are those that are required to fund Clerk operations at the same quantity and quality level of service provided under the 2015-16 budget.

- All Clerks' offices assume they must cover inflationary cost increases for the purchase of equipment, materials and supplies.
- Funding for county managed benefit packages increased for the same coverage as in 2015-16.
- Overall health care premium increases to provide the same coverage as in 2015-16.
- It is expected the Florida Retirement System contribution requirements will increase slightly in some employee categories for 2016-17.
- County or city negotiated employee contract-related salary/benefits increased outside of Clerk control.
- 2015-16 base budget costs increased due to lost 2015-16 supplemental funding from county governments.

Current estimates indicate costs for all of these issues will be \$10 million or more.

Clerks' CFY 2016-17 Needs-based "NEW & IMPROVED COST ISSUES"

"New & improved cost issues" are typically those that will support meeting increased workload related demands for Clerk services and restoring critical service capacities (FTEs) lost in previous budget cuts, and providing improved performance results for customers and stakeholders. Below are some examples of these costs as provided in the Clerks' budget requests:

- \$ 10.8 million for FTEs (covering salaries, benefits and supports).
- \$ 89,889 to add OPS (part-time, non-benefit) hours.
- \$ 5.7 million for restoring FTEs previously cut in part or totally due to budget reductions, but still needed.
- \$ 812,793 for reinstating staff hours either previously furloughed or by office hour reductions.
- \$ 11.9 million for recurring salary adjustments in 2016-17 to help retain meritorious employees.
- \$ 850,907 for increased operating expenses to enhance current service delivery and/or provide new services.
- \$ 723,787 for enhanced staff education and training.

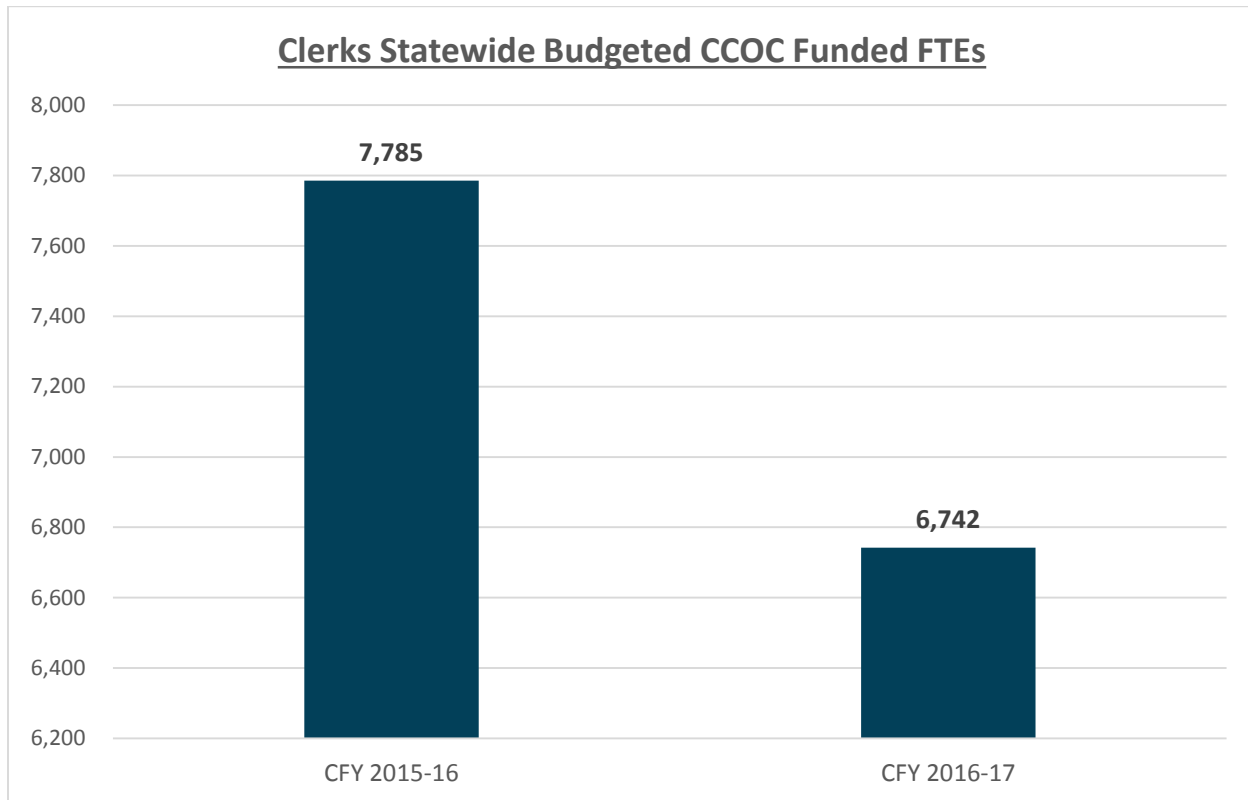
Clerks have provided documentation on each of the requests to the CCOC and staff is prepared to provide as needed.

BOTTOM-LINES:

1. Whereas Clerks' Budget Requests could make compelling cases for funding "Continuation" and "New & Improved" issues in 2016-17, the Trust Fund capacity to do so falls far short. In fact, the \$422 million of total revenues available to fund the 2016-17 CCOC LBR is over 5% less than the LBC Approved 2015-16 Budget.
2. Even after Trust Fund reality cuts are made, few, if any, of the above issues can be fully funded. If an issue such as health insurance premium increases must be funded, it can require the reallocation of budget funds previously supporting one or more Clerk services to do so. Even more FTEs are likely to be cut to find substantial funds.

COMPARISON OF CLERKS' FTEs

Statewide the number of Clerk FTEs in the CFY 2016-17 budget will be much less than the number of FTEs in Clerk's offices at the beginning of CFY 2015-16 due to insufficient revenue to support the current funding level. As indicated in the table below there will be a decrease of more than 1,000 FTEs in CFY 2016-17 compared to the beginning of this year. This is a reduction of over 13% in one year.



BOTTOM-LINE:

1. Clerks continue to see their FTEs decrease each year when at the same time the amount of workload is not decreasing.

A Serious Issue: Clerk's Criminal Program Revenue Collections vs Court Costs Gap

The Criminal Court case processing workloads for Clerks are particularly labor intensive and, therefore, costly. The work effort and costs related to working these cases is considerable compared to typical Civil and Civil Traffic cases.

Florida Statutes provide revenue sources including fines and case filing fees to help cover costs.

However, revenue collection rates for the Criminal Court Program's four courts fall far short compared to the Civil Court Program's five courts and the Civil Traffic court. Whereas the minimum collection rate performance standards for the Civil Program courts and Civil Traffic court are 90%, two of the four Criminal Courts have a 9% average collection rate standard (Circuit Criminal and Juvenile Delinquency) and two have a 40% standard (County Criminal and Criminal Traffic).

The reality of an over 90% delinquency rate in the payment of fines and fees in two of the criminal courts and 60% delinquency rate in the others requires a reliance on Civil and Civil Traffic court collections to help cover the difference.

However, the Civil and Civil Traffic courts are showing reduced revenue collections. The ability to totally cover Criminal Court Program deficits is no longer possible.

Most Criminal Court costs are not naturally reducing due to lower numbers of new cases. Continuing cases and possibly more time spent per case (being studied) in at least some of these courts could be two reasons. The Collier County Clerks' Office statistics indicate that hours spent in court for Clerks staff is going up while case numbers and days in court are going down. If this can be verified as occurring in numerous other counties, it further affects the Criminal Court Revenue-Cost Gap situation.

BOTTOM-LINE:

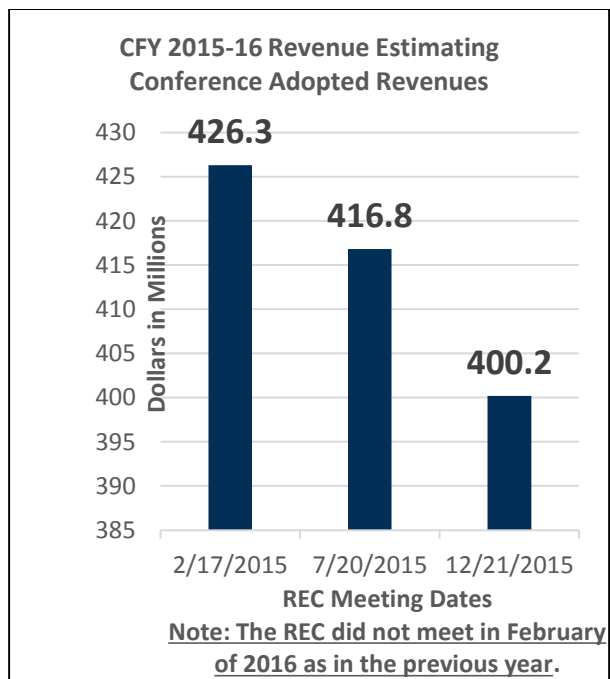
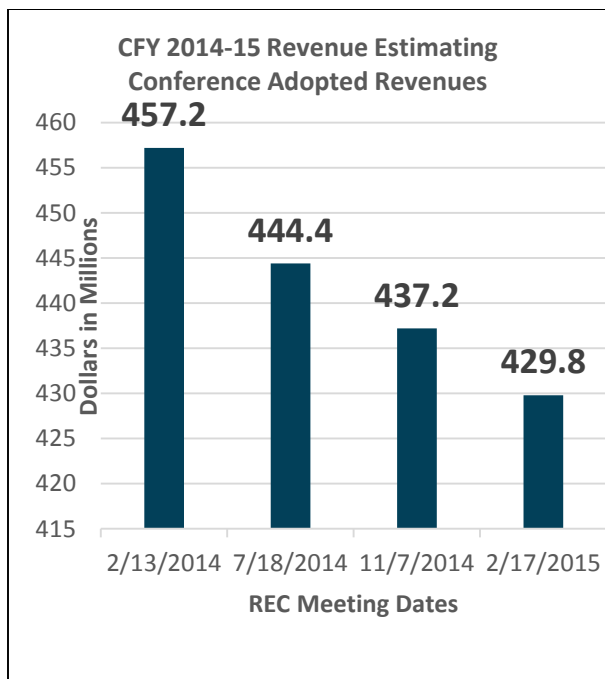
- 1. The Criminal Court revenue – cost gap is no longer able to be covered, statewide, with local or Trust Fund revenues from Civil and Civil Traffic collections.**

THE CLERKS' TRUST FUND SITUATION

The Clerks' Trust Fund forecast for 2016-17 is \$ 386.2 million. The following shows the Trust Fund forecasts for CFY 2016-17 through CFY 2021-22.

COUNTY FISCAL YEAR	Revenue Estimating Conference Forecast	\$ Difference from CFY 2016-17 projection
2016-17	\$ 386.2 million	
2017-18	\$ 382.1 million	\$ 4.1 million reduction
2018-19	\$ 379.7 million	\$ 6.5 million reduction
2019-20	\$ 379.3 million	\$ 6.9 million reduction
2020-21	\$ 379.3 million	\$ 6.9 million reduction
2021-22	\$ 380.8 million	\$ 5.5 million reduction

The pattern of future reductions in the Clerks' Trust Fund is a continuation of similar reductions that the Trust Fund has experienced over the last few years. Reduction in funds equate to a reduction in Clerks' budgets. As indicated on the charts below, the Revenue Estimating Conference (REC), at each of their quarterly meetings in Fiscal Years 2014-15 and 2015-16 decreased their revenue projections for the Clerks' Trust Fund. The Legislative Budget Commission's approved budgets for the Clerks at the beginning of each year were therefore in a deficit funding situation within a few months.



As previously referenced, pursuant to sections 28.35 and 28.36, F.S., the CCOC shall calculate the minimum amount of revenue necessary for each Clerk to efficiently perform specified court-related functions. Notwithstanding that statutory requirement, Clerks realize that the LBC can only consider the approval of a CCOC Budget Request on their behalf that stays within the official REC forecast for Trust Fund revenue availability. Therefore, **this actual budget submittal to the LBC does not reflect the minimum amount of revenue identified and documented by the Clerks to maximize efficiencies, meet evolving technology needs or to fully serve the public and the court system.**

While the Clerks in 2009 received authority from the Legislature to keep 10% of fines to be placed in their Modernization Trust Fund, at the same time Clerks' court related budgets were reduced at a greater level statewide than any dollars received from the 10% fines. Therefore, Clerks have had to rely on using the legislatively authorized and technology focused 10% fine dollars to help fund continuing court-related critical services.

The 2016 Florida Legislature did help offset some of the funding deficit for the current CFY 2015-16 year by providing \$2.9 million to cover some of the Clerks' juror expense and also \$12.9 million to address some of the Trust Fund revenue deficit.

However, based on limited Trust Fund revenue availability of \$ 386.2 million that is forecast for the Clerks' 2016-17 Trust Fund, the full use of all 10% fine dollars of \$24.1 million available to Clerks, and the remaining balance of the total \$11.7 million of State general revenue supplement to offset the Clerks' juror expenses, there will again be a shortage of revenues to fund even the most critical needs-based budget issues.

The projected revenue available to Clerks, based on the dollars in the Trust Fund, all 10% fine dollars, and the State revenue provided equals \$422 million while the CCOC Budget Committee Clerks' "Needs-based Budget Request" is \$459 million. This is a current shortfall of \$37 million.

The CCOC recognized the impact of all the service demands listed in the "Drivers of Clerk Service Demands, Workloads, and Costs". Many years of these cost impacts are imbedded in the Clerks' base budgets. Many more of these "factors" will impact future Clerks' budgets as well. They are "**hidden budget burdens**" that present serious challenges to every Clerks' office.

Once again, Clerks' capacities to provide services are being diminished steadily, year after year. Minimal level performance standards are getting more difficult to meet. To do so requires significant overtime, either compensated or not.

BOTTOM-LINE:

1. The CCOC CFY 2016-17 Budget Request is for \$ 422,023,218 million which is within the Trust Fund forecast when including \$ 24,123,218 of 10% Clerks' fines and \$ 11,700,000 State GR for juror expenses. However, this is well below the Clerks' needs and is a further reduction of more than 5% below the CFY 2015-16 Legislative Budget Commission approved budgets. Likewise, revenue collection efforts and duties are negatively impacted as the Clerks' offices, with limited resources, must focus work efforts on the primary duties of providing services to the courts.

THE CLERKS' TRUST FUND - CLERK BUDGET GAP

The Clerks and the CCOC are dedicated to the continuation of developing additional information and credible analyses after this submitted LBC Budget Request to help answer LBC staff and member questions and provide more information about Clerk budget realities. This focus will provide additional data and information that will answer questions related to the Clerks' Trust Fund capacities to support reasonable budget requests in the future.

The Clerks plan to work closely with the Legislature to request a long term solution to the obvious Trust Fund insufficiencies and/or a short term supplemental request may be presented to the Legislature for consideration in the 2017 Session.

The Clerks' authorized 10% funds are being depleted each year to supplement the insufficiencies of the Trust Fund and its ability to provide basic levels of critical services. The Clerks are reticent to use these funds for their original purpose because these supplemental needs are becoming annual pressures. The design, development, implementation, operation, maintenance, repair, and improvements required for providing sophisticated technology systems and supports are in jeopardy.

The Legislature's \$ 11.7 million of jury management support funding is also essential to maintaining basic services to Florida's court system and the public it serves.

BOTTOM-LINES:

- 1. The capacity of the Clerks' Trust Fund is seriously insufficient in 2016-17 to support a reasonable Clerks' Budget Request.**
- 2. The Clerks, since receiving additional 10% fine dollars for their public records modernization fund in 2009, have had to use more and more of these dollars to offset reductions in the Trust Fund instead of implementing new technology based systems and services to help achieve efficiencies.**
- 3. Numerous Clerks rely on the volunteer funding of portions of their Article V duties by county governments. There is a trend indicating that some counties may be backing off these supports. This adds to the revenue problem.**
- 4. The past reliance on Civil Traffic revenues to off-set the lack of revenue in Criminal and other unfunded case types is weakening.**
- 5. Clerks' Civil Program revenues, while providing more dollars to the Clerks than expenses for the Program, are not able to produce enough surplus to help off-set the Criminal Program expenses.**

BOTTOM-LINES: (Continued)

6. The Criminal Courts consistently run at a deficit because fees, fines, and court costs do not cover expenses and will continue to do so into the future.
7. Clerks do not keep most of the dollars they collect as those dollars are allocated to other trust funds, “buckets,” or sources throughout the State and local governments. Clerks, acting as a collection entity for the State, collect and send well over \$1 billion to the State for distribution to state general revenues, other entities or state agency trust funds.

ANALYZING CLERKS' SERVICE PERFORMANCE

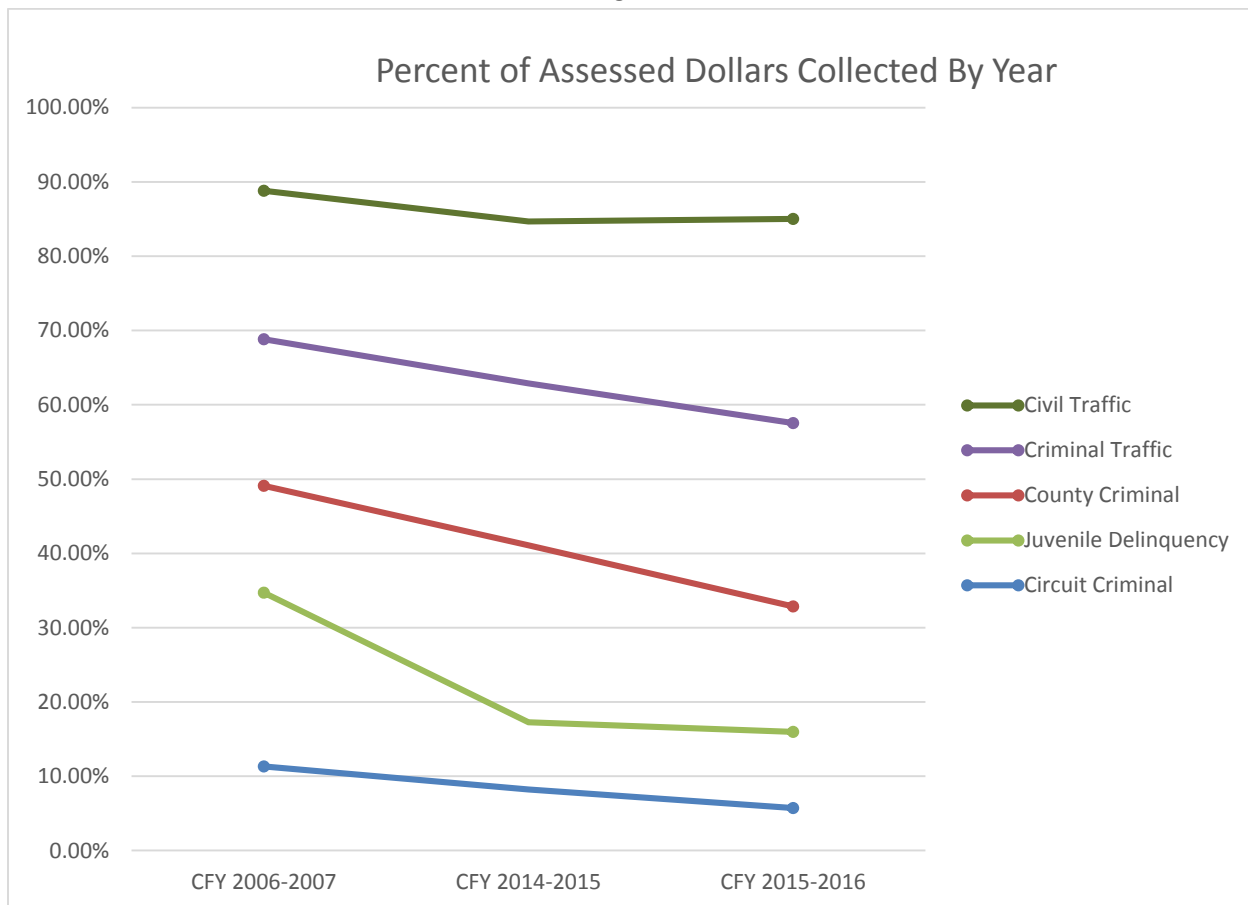
Appendix H lists the minimum acceptable outcome performance standards and measures for Clerks' Case Processing, Revenue Collection & Distribution, Jury Management and Standard Reporting services.

The measurements for case processing and revenue collections have been collected by Clerks' offices for approximately 10 years.

Clerks routinely focus on meeting, but hopefully beating outcome measures knowing full well the importance of case processing timeliness, maximum revenue collection distributions and timeliness of juror payments to their customers.

Revenue Collection Rate Outcome Standards and Results

Clerks have been creative in using their reduced numbers of employees and operating resources due to Trust Fund revenue reductions. Regardless, some of the impact of these cuts on Clerk customers is evidenced in the following collection rate trend. Necessary reductions in FTEs often require Clerks to reallocate limited resources based on a priority need to service Florida's courts. It appears that Clerks' Revenue Collection and Distribution Service is being affected.



Collections Chart Above: The percent of the assessed dollars collected has gone down in all Criminal divisions and even some in Civil Traffic where the largest collection emphasis is placed. The slight bump in CFY 2014-15 assessed dollars collected related to Operation Green Light. This was a one-time concerted effort with costs having been absorbed within approved budget authority for that year. Civil Collection rates outside of Civil Traffic are not shown because a case is generally generated upon payment of the initial fees.

This chart clearly shows that even though most Clerks have been able to meet the minimum collection rate standards, the overall rate is continually dropping. If this trend continues as Clerk budgets continue to be cut due to lower and lower Trust Fund revenue forecasts, it is likely that more and more Clerks will not meet even minimal performance standards. The standard for collecting Circuit Criminal Court revenues is already as low as 9% due to the inability to collect from those who are incarcerated. The minimal revenue collection rates for Civil Court programs is 90%, Civil Traffic Court is 90%, County Criminal and Criminal Traffic Court is 40%, and Juvenile Delinquency Court is 9%.

The Clerks, state and local governments and many non-profit organizations that depend on the revenue generated through the Clerk's revenue collection and distribution service obviously want increasing, not decreasing revenue collection rates.

Case Processing Timeliness Outcome standards and results

The judicial system and all of its participants depend on case processing timeliness to expedite court cases and allow operational efficiencies. As in the revenue collection rate trends, case processing timeliness trends are showing weaknesses. While Clerks and staff for a number of years have found a way to ensure cases are processed timely over the last several months, the number of counties that are failing to meet timeliness standards in one or more court divisions is increasing. For the first three quarters of CFY 2015-16 the number of counties failing to meet timeliness standards are already greater than the previous two fiscal years. This is likely due to a decrease in FTE's because of the budget reductions.

	2013-14		2014-15		2015-2016 Year to Date	
	Filing	Docketing	Filing	Docketing	Filing	Docketing
# of counties that failed to meet timeliness standard in one or more court divisions	26	24	23	20	44	36

If this trend continues, more counties will be at risk of failing to meet timeliness standards than in previous years.

BOTTOM-LINE:

- 1. The Clerks' Trust Fund – Budget Needs Gap is increasingly a threat to adequately serving Clerks' diverse and extensive customers.**

Clerks' initiatives to minimize costs and maximize Trust Fund revenues

Clerks continually focus on cost minimization (gain efficiencies and increase productivity) and Trust Fund revenue collection maximization (increase collection rates).

These initiatives have been essential over the last few years as Trust Fund revenues fell and Approved Budgets were correspondingly reduced for all Clerks.

Reductions in cases and case related revenues are not automatically off-set by reductions in costs. Case processing workloads were reduced but, at the same time, non-case processing service workloads such as Pro se services for indigents, expanded 24 hours-a-day protective injunction services with no fees to cover costs, technology advances to support Clerk customers and requirements due to Judicial Administrative Orders increased.

As FTE's had to be cut when Approved Budgets were reduced from year to year, Clerks had to develop plans to utilize their reduced numbers of employees to adequately provide all nine Clerks' services. The introduction of technology substitutes for labor intensive operations is underway, but in addition to direct costs, it takes considerable time to design, implement and properly utilize these advances before costs can be minimized. Some of these advancements are also reliant on local judicial practices.

Initiatives to increase revenue collection rates including the use of more collection agents and internal collection system improvements and offender payment plans have been implemented in many Clerks' offices over the last five years.

The following is a brief list of a variety of initiatives in a few Clerks' offices. Many more are being documented along with calculating estimated dollar savings for Clerks' offices. These will be available at a later date.

County Clerk's Office	Initiative	Estimated Impacts
Indian River	Providing case management system training sessions for judges to convert to paperless system	If judges all make the transition, it will save about \$157,556
Indian River	Promoting the reduction of paper files for multiple court functions	Staff and supplies savings could be about \$ 157,500
Indian River	Working to eliminate paper traffic citations from 3 largest law enforcement agencies in the county	Potential savings of about \$10,000
Leon	Beginning effort to have paperless operations in county court on July 1, 2016. Circuit court is tentatively scheduled for October 1, 2016	Potential savings being calculated
Palm Beach	Implemented a compensatory time policy in lieu of paying overtime	Estimated \$285,000 in savings

County Clerk's Office	Initiative	Estimated Impacts
Palm Beach	The 15 th Judicial Circuit has implemented a certified judicial viewer (JVS); however, clerk is still required to provide paper to select judicial officers.	Potential savings of \$500,000 to eliminate dual electronic/paper system
Palm Beach	Utilization of a local self-funded health insurance plan with lower employer costs than the County's plan is required since the County does not allow Clerk employees to participate in county health plan.	Estimated \$675,000 in annual savings
Palm Beach	Eliminated the payout of lump sum sick/vacation payouts and implemented an annual "use or lose" policy.	Estimated \$50,000 - \$100,000 in annual savings
Martin	Implemented eCitations with FHP and all local law enforcement agencies	Estimated savings of approximately \$41,800 which will greatly increase if systems can be added to extend electronic payment and service processing as in other counties.
Martin	Worked with the judiciary to convert to paperless case management	Estimated savings of approximately \$125,406
Martin	Launching electronic redaction program in September 2016	Estimated savings of approximately \$35,800 in workload, but savings is offset by technology costs

BOTTOM-LINES:

1. Pursuing cost efficiency initiatives and revenue collection rate improvements is critical for Clerks to adequately provide services needed by their customers and to meet stakeholder expectations.
2. The ongoing creation of IT based systems is helping to achieve internal operational efficiencies as well as improving external user efficiencies when they are utilizing Clerk systems and services.
3. The adoption of improved workload processing systems also is saving money and improving collection rates.
4. Savings help off-set the impacts of annual Clerks' budget cuts, but are far less than needed to cover credible 2016-17 "continuation" and "new/improved" issue costs.

APPENDICES

- A. BENCHMARK BUDGETING AND CASE WEIGHTING METHODOLOGY
- B. CLERKS' SERVICES AND WORK ACTIVITIES TO PRODUCE THEM
- C. EXAMPLES OF FACTORS AFFECTING CLERKS' COSTS AND REVENUES
- D. 67 CLERK'S BUDGET RECOMMENDATIONS
- E. CCOC'S BUDGET-PROCESS-IN-BRIEF
- F. LIST OF TYPICAL CLERK'S CUSTOMERS
- G. STATEWIDE 2016-17 CLERK OUTPUT MEASURES
- H. STATEWIDE 2016-17 CLERK OUTCOME MEASURES

APPENDIX A

CFY 2016-17 BUDGET BENCHMARKING AND CASE WEIGHTING METHODOLOGY

The CCOC summed the budget requests from 67 Clerks (covered by Trust Fund and 10% fee revenues, but not including carry-forward funds); and summed the estimated actual cases for CFY 2015-16 consisting of June to September, 2014-15 and October to May 2015-16 actual case data reported to the CCOC; and gave weights to each sub-case type within the major case types (e.g. Capital Murder within Circuit Criminal, Misdemeanors in County Criminal) based on the level of work effort required to work each sub-case type.

Sub-case weights were based on the results of the 2015 North Highlands study.

Step 1: Calculate weights and subcase Workload Measures

Subcase workload measures were calculated individually for all 67 Clerks based upon SRS percentages of subcases compared to total cases in each of the 10 court divisions, where applicable, for the latest time period of data available. The percentages by subcase type were then multiplied by each Clerks' 2015-16 estimated actual cases to determine the subcase workload measures.

Step 2: Calculate weighted workload measures and weighted workload measure costs

For each of the 67 Clerks and in each of the subcase types within the 10 court divisions, multiply the subcase weight by the subcase workload measures. The product of this multiplication is the subcase weighted workload measure.

For each of the 67 Clerks, add the subcase weighted workload measures. The sum is the "Total Weighted Workload Measure."

For each of the 67 Clerks, divide the Aggregate Budget Request by the Total Weighted Workload Measure. The result of this division is the Cost per Weighted Workload Measure.

Step 3: Calculate the Weighted Workload Measure Budget

For each group of similarly situated Clerks (SSC), add the Aggregate Budget Request and the Total Weighted Workload Measure. The sums represent the SSC Total Aggregate Budget Request and the SSC Total Weighted Workload Measure, respectively.

For each group of SSCs, divide the SSC Total Aggregate Budget Request by the SSC Total Weighted Workload Measure. The result of this division is the SSC Average Cost per Weighted Workload Measure.

For each of the 67 Clerks, multiply the appropriate SSC Average Cost per Weighted Workload Measure by the Clerks' Total Weighted Workload Measure. The product of this multiplication is the **Weighted Workload Measure (WWM) Budget**.

THIS PROCESS PROVIDED A SYSTEM BY WHICH THE 67 CLERKS' BUDGET REQUESTS COULD BE REVIEWED THIS FISCAL YEAR BASED ON WORKLOADS AND WORK EFFORT REQUIREMENTS.

APPENDIX B

CLERKS' SERVICES AND WORK ACTIVITIES TO PRODUCE THEM

In 2004, the Clerks provided the Legislature with a complete listing of their "Programs, Services, Work Activities and Work Tasks." In 2016, the CCOC and Clerks' offices are updating this list. The following provides a draft view of the Clerks' nine service areas and the work activities involved in producing each service. The "Work Tasks" involved in performing the "Activities" are being updated also and will be available soon.

This list helps Clerks offices to separate its activity and task work efforts according to which service(s) they produce. Everything any one or more Clerks do will be contained in the final "Performance & Accountability of Clerks' (PAC) Framework."

This Framework will be part of a "PAC Matrix" that will connect data elements and key pieces of information to the PAC Framework. For instance, legal authority will be connected to each level of the Framework. Also, output and outcome measures will be connected to each of the Framework's nine service areas and cost allocations will be connected to each service and program. Many other connections will be made also in order to help Clerks prepare credible budget requests and discuss request rational in the CCOC budget process. Also the CCOC and Clerks can explain budget issues and provide answers more quickly to Legislators, the Governor, and their respective staff members as requested.

DRAFT PERFORMANCE AND ACCOUNTABILITY OF CLERKS FRAMEWORK		
CLERKS' PROGRAMS: <ul style="list-style-type: none"> - Criminal Program - Civil Program - Civil Traffic Program 		
Services	Activities	Authority
Case Processing		
	Create and maintain court case record	Sections 28.13, 28.211, 28.22205, 34.031, F.S. and Fla. Sm. Cl. R. 7.040
	Create and maintain child support/alimony record	Section 61.181, F.S.
	Determine indigent status	Sections 28.52, 57.082, and 57.085, F.S.
	Prepare for and attend court	Sections 28.212 and 34.031, F.S.
	Process case after court decision	Sections 28.211 and 28.29, F.S.
	Process Reopened Cases	Section 28.241, F.S.
	Prepare Record for Appealed Cases	Section 28.241, F.S. and Fla. R. App. P. 9.200(d)
	Perform Records Management/Retention	Section 28.30, F.S.
	Perform Evidence Management/Retention	Section 28.213, F.S. and Fla. R. Civ. P. 1.450(b)

Services	Activities	Authority
Revenue Collection and Distribution		
	Establish and maintain assessment, collection, and distribution schedules	Section 28.246(2), F.S.
	Assess, Collect, and Distribute Fines, Fees, Court Costs, and Service Charges	Section 28.246(2), F.S.
	Establish and ensure compliance with payment plans	Section 28.246(4), F.S.
	Negotiate settlement of a debt	Section 938.30(9), F.S.
	Pursue collection of delinquent debts	Section 28.246(6), F.S.
Financial Processing		
	Reconcile financial transactions	Article V, Section 16, Fla. Const.
	Maintain Attorney & Governmental Deposit Accounts	Article V, Section 16, Fla. Const.
	Process Bonds	Sections 903.106, 903.16, 903.26, 903.27, 903.28, 903.286, and 903.31, F.S.
	Process Abandoned/Unclaimed property	Sections 116.21, 142.01, 744.534, F.S.
	Manage funds deposited into the Court Registry	Sections 28.24(10), 28.33, 43.18, 56.27, 83.232, 83.60, 83.61, F.S.
	Process child support payments	Section 61.181, F.S.
Ad Hoc Requests for Records and Reports		
	Fill customer copy requests, after applicable redaction	Section 28.345, F.S. and Fla. R. Jud. Admin. 2.420(b)(1)(A)
	Fill public record requests (apart from copies), after applicable redaction	Fla. R. Jud. Admin. 2.420(m)
	Provide and maintain Online Public Access, including applicable redaction	AOSC 16-14
	Prepare and manage custom reports	AOSC 16-14
	Perform Record Searches	Section F.S. 28.24(20), F.S.
Provide Ministerial Pro Se Assistance		
	Assist customers with Domestic, Repeat, Sexual, Dating, and Stalking Injunction for Protection filings	Section 28.215, F.S.
	Assist customers with Tenant Eviction filings	Section. 741.30(2), F.S.
	Assist customers with Small Claims case filings	Section 28.215, F.S.
	Assist customers with Simplified Dissolution of Marriage intake and filings	Fla. Sm. Cl. R. 7.050(c)
	Assist customers with Mental Health case filings	Fla. Fam. L. R. P. 12.105(d)
		Section 394.4655(3) , F.S.
Technology Services for External Users		
	Manage external user accounts	AOSC 16-14
	Maintain the e-Filing Portal	AOSC 10-2101, AOSC 11-399, and Fla. R. Jud. Admin. 2.420
	Maintain data and image integration with Judicial Viewer application	Fla. R. Jud. Admin. 2.525
	Establish and maintain Clerk website	AOSC 16-14
	Provide and maintain Online Public Access	AOSC 16-14

Services	Activities	Authority
Standard Reporting Services		
	Prepare and maintain fiscal and performance reports	Section 28.35, F.S. and Fla. R. Jud. Admin. 2.245
	Prepare and maintain Supreme Court/Court Administration reports	Section 25.075, F.S. and Fla. R. Jud. Admin. 2.245
	Prepare and maintain legislatively mandated reports	Sections 25.075, 25.077, 28.24, 28.246, 28.36, 43.41, 44.108, 61.181, 68.07, 98.093, 318.15, 318.18, 322.055, 382.015, 556.107, 742.18, 744.369, 893.165, and 985.19, Fla.Stat.
	Extract and transmit data (CCIS, OBTS, TCATS, MECOM)	CCIS – sec. 28.2405, OBTS – sec. 943.052, TCATS – sec. 318.14 and sec. 318.15, and MECOM - sec 790.065, F.S.
Jury Management		
	Establish and manage jury pools	CHAPTERS 40 and 905, F.S.
	Support enforcement of Failure to Appear for Jury Duty	Section 40.23, F.S.
	Request funds and reconcile jury cost reimbursement	Sections 40.29, 40.32, 40.33, and 40.34, F.S.
Administration		
	Perform Human Resource Functions	
	Purchase and procure goods and services	
	Perform internal accounting services	Art. V. Sec. 16, Fla. Const.
	Prepare and manage budget	Section 218.35, F.S.
	Interpret and implement legislative and judicial changes	
	Provide internal legal assistance	
	Perform internal audit functions	Art. V. Sec. 16, Fla. Const.

APPENDIX C

EXAMPLES OF FACTORS AFFECTING CLERKS' COSTS AND REVENUES

The following summarized examples are only a few of the many available of actual cost drivers impacting one or more Clerk's budgets. There are many more not listed here which can be provided as additional resources. The CCOC and Clerks can provide details that support each of the following examples.

These factors were studied in the North Highlands "Florida Clerks of Courts Workload Analysis Project" (November 2015) and "Cost & Revenue Drivers Analysis Report" (December 2015). Studies continue on the impact of these on individual Clerk's budgets as well as the collective impact on the 67 Clerk's budgets.

These examples provide insight as to why individual Clerk's budgets may vary widely even within the same peer group. These cost drivers are primarily beyond the control of Clerks, regardless of budget capacities.

These examples focus on just a few Clerks' office cost impacts. The cumulative impact on 67 Clerk's collective budgets is quite sizable.

Administrative Orders and other Judicial/County Directives to Clerks

42 Counties: Clerks must provide the extra staffing time associated with the creation of "Specialty Courts" such as Drug, Veterans, and Mental Health Courts.

Charlotte, Indian River and Martin Counties: Unlike many Clerks' offices, these offices are currently required to provide a clerk in every civil hearing. If the Clerk were to pursue reversing this practice, by statute, it would require at least a year after notifying the Chief Judge, if it was approved. (\$188,403 impact in Martin County; Indian River and Charlotte County costs are being reviewed)

Indian River: the requirement to staff "Summary Jury Trials" where attorneys can test their cases in mock trials (\$ 15,000)

Miami-Dade: Approximately 76% of civil traffic citations request a court hearing. Many of these citations take advantage of a "pre-trial" program. As such, many of the citations go to court at least twice. Estimated cost of the "pre-trial" program is \$256,625.

Monroe: County and Supreme Court authorized "Three Jury Districts" that necessitate the Clerk creating jury pools within three sections of Monroe County requiring extra "summoning" workloads. (\$ 143,344)

Pinellas: additional work steps to process Guardianship orders (\$ 137,540)

Sarasota: required to provide an extra 1.5 to 2 FTEs in court hearings (up to \$ 103,654)

Orange: Local AO requires a trial clerk in every hearing except for magistrates' hearing that are less than four hours. Estimated cost for civil side trial clerks is \$1.7 million. The AO also requires the Clerk to maintain current level of trial clerk coverage as well as providing coverage if new judges, magistrates and/or hearing officers are added, as well as the addition of any new court division or specialized courts.

Lee, Martin, Palm Beach: the use of senior judges to cover trials and other court matters for assigned judges to offset court backlogs and which require clerk attendance (over \$ 240,000)

Multiple County Locations for Clerks' Services

18+ Counties: The County and Judiciary determine the availability of service facilities outside the main courthouse complex.

Indian River: must operate an annex (\$ 50,000)

Palm Beach: must staff multiple courthouse locations (\$ 572,029)

Nassau: county judge's relocation to a satellite office requiring travel for clerks and files (minimum of \$37,000)

Pinellas: operating and maintaining two additional courthouses (over \$ 2 million)

Sarasota: staffing and operating a second court building (\$ 190,920)

Miami-Dade: Twelve locations where court sessions are heard. Incremental costs of staffing multi-purpose courthouses are approximately \$9.4 m. (personnel and operating) for 6 locations with 21 assigned judges.

Family Court: Domestic Violence/1st Appearance to Request an Injunction

- Approximately 29% of all new Family Court cases are violence related - and rising.
- Though statutorily required, no funding is authorized to cover Clerks' costs associated with these workloads;
- Violence categories were statutorily expanded in 2013 per F.S. 784.0485 to include stalking and dating.
- From October 2015 through June 2015, a total of 62,347 domestic and repeat violence cases were filed in Family Courts statewide
- Many counties offer 24/7 access to the injunction process

Charlotte: due to priorities to address domestic and other violence, deputy clerks attend 7 days a week hearings requiring two shifts and two clerks. There is only one deputy clerk on call for the weekends. (\$5,000)

Clay: provide seven days a week staffing (\$12,200)

Martin: seven days a week and holiday staffing (\$ 5,746)

Hillsborough: experienced a 13% increase (603 to 662) in these cases from July 2014 through June 2016

Polk: experienced a 16% increase during the same period (445 to 515)

Citrus: from 2014 to 2016 experienced a 64% increase in civil cases and in 2016 about 885 injunctions for protection cases will be processed (\$ 40,000)

Pinellas: injunction return hearings (\$ 60,450)

Child Dependency Cases

Citrus: in 2016 about 181 dependency cases will be filed by state agencies for Clerk processing resulting in about 2,160 hearings that must be staffed with no revenues to support state agency filings.

Clay: in 2016 about 1,202 dependency case hearings must be staffed with no revenues to support state agency filings.

Indigence Fee Waivers

Citrus: costs to process cases involving indigent individuals are not off-set by fee payments because they are waived; the 2016 estimated loss was \$ 82,910

Clay: Costs of processing cases involving indigent individuals is not off-set by fee payment because they are waived. In 2014-15, \$ 97,000 in fees were waived. In 2015-16, it is estimated that \$70,000 in fees will be waived. Although case volume has decreased, individuals claiming indigence has remained relatively flat.

Indian River: Indigent waiver lost revenues for 2014-15 year was \$124,000.

Requirement for Providing Pay Plans for individuals unable to fully pay

Citrus: requires costs to set up plans; currently \$ 5,583,102 is the accounts receivable balance most of which is likely to be uncollectable.

Martin: expanded payment plans from 152 in 2013 to 2,505 in 2015, requiring extensive case management (approximately \$131,250)

Clay: requires costs to set up plans and follow-up on plans when payments are made. Software maintenance costs to assist Clerk's office on delinquent payment follow-up (\$5,650 annually). Average 2,422 plans per year. Ninety percent of delinquent fees are related to criminal cases and unlikely collectable.

Turnover Rates in Clerks' Offices

Charlotte: 26% in 2015 requiring new employee hiring and support related costs

Indian River: 28% in 2015

Leon: 24% in 2015

Clay: 10.32% in 2015

County Cost Shifts to Clerks

Sumter and other counties: health benefit costs are being shifted from the supplements formally provided by the county

Indian River: post-employment benefits cost shift (county policy requires paying extra benefits) (\$92,374)

Martin: post-employment benefits (OPEB) shift from county to Clerk (\$ 84,378)

Health Plans

Miami-Dade: Request for an increase for health insurance (\$2,846,366)

Hillsborough: Request for an increase in health insurance (\$1,134,193)

Osceola: Request for an increase in health insurance (\$584,843)

Pinellas: Request for an increase in health insurance (\$518,889)

Martin: 5% increase in county plan premiums (\$ 81,333), total is now \$696,894 per year

Nassau: 14% increase projected in health insurance increase, request for (\$58,819)

Putnam: 21% projected increase in health insurance benefits, request for (\$69,484)

Clay: 12.5% projected increase in health insurance (\$51,068)

Charlotte: 5% projected increase in health insurance (\$41,000)

Required County/City, Union, or Unified Personnel System Adjustments

Pinellas: To cover the 3% pay raise proposed by the unified personnel system. (\$945,000)

Miami-Dade: To cover the contractual merit increase and a 4% COLA based on the collective bargaining agreement. (\$2,791,168)

Duval: Is the only Clerk office not part of state retirement (FRS) because of its consolidated city/county structure. Duval's employer pension contribution rate for 2016-17 is 36.79%. Duval's employees pay 8%-10% of their salary into the pension plan vs. 3% for FRS covered employees. This results in a pension costs \$2,221,446 more than those offices that are part of FRS system.

Additionally, a majority of employees are governed by the City of Jacksonville collective bargaining agreements which set pay rates and adjustments to pay rates. The budget submitted included an anticipated 2% COLA for collective bargained employees.

View on Request (VOR)/Redactions) – Growing Budget Challenge

Brevard: Seven staff are devoted to just redaction efforts on the court side with a total salary/benefit cost of about \$279,920. Annual maintenance for court redaction software for CFY 2015-16 was around \$19,102 making an approximate total cost for redaction/VOR of \$300,000.

Clay: Two staff are devoted to redaction/VOR costs of \$89,300. Annual software maintenance costs \$8,280. Over 7-month period (Jan. to July 2016) VOR work has increased 38% and projected to continue increasing. Non-recurring start-up costs estimated to be \$61,297 including software purchase and development time.

Miami-Dade: Process 280,599 documents per month. Estimated costs \$387,095.

Orange: Four staff are devoted to redaction/VOR for criminal cases. The number of requests have increased 35% since July 2015 through May 2016 (3,700 to 5,000). Redaction on sex abuse cases can take 45 minutes or more. Some documents range from 300 to 1300 pages. Some of these documents can take up to a full week for one clerk to complete. Estimated personnel costs \$160,000.

Requirements by Judiciary for Dual Paper and Electronic Systems

Pasco: The Clerk's office is required to have a duplicative system of paper and electronic files which requires an additional projected expense in CFY 2015-16 of \$256,764.

Miami-Dade: Criminal court cases are all paper based files so all documents that are e-filed are printed. The county owns and manages the CJIS system and it is at least 5 years away from completing a total system conversion to an image enabled system. Estimated costs \$880,531.

Orange: Five staff dedicated to making copies of files for criminal courts. Approximately \$200,000 for personnel costs. Additional costs for file folders (\$40,000) and copies.

APPENDIX D

THE CCOC'S 67 CLERK BUDGET RECOMMENDATIONS

County	SSC	CFY 2015-16 CCOC Original Authority	CFY 2015-16 10% Original Authority	CFY 2015-16 Original Revenue Limited Aggregate Authority	CFY 2016-17 CCOC Request	CFY 2016-17 10% Request	CFY 2016-17 Aggregate Needs Based Budget Request	CFY 2016-17 Proposed CCOC Budget ¹	CFY 2016-17 Proposed 10% Budget	CFY 2016-17 Proposed Revenue Limited Aggregate Budget	CFY 2016-17 Proposed vs. CFY 2015-16 Original Budget	
											Change	% Change
Liberty	1	\$ 292,276	\$ 12,200	\$ 304,476	\$ 294,266	\$ 8,000	\$ 302,266	\$ 276,028	\$ 8,000	\$ 284,028	\$ (20,448)	-6.72%
Lafayette	1	\$ 268,313	\$ 16,500	\$ 284,813	\$ 271,259	\$ 24,000	\$ 295,259	\$ 253,875	\$ 24,000	\$ 277,875	\$ (6,938)	-2.44%
Franklin	1	\$ 604,711	\$ 50,100	\$ 654,811	\$ 596,021	\$ 31,795	\$ 627,816	\$ 569,530	\$ 31,795	\$ 601,325	\$ (53,486)	-8.17%
Glades	1	\$ 405,856	\$ 121,637	\$ 527,493	\$ 445,071	\$ 87,100	\$ 532,171	\$ 409,945	\$ 87,100	\$ 497,045	\$ (30,448)	-5.77%
Hamilton	1	\$ 393,027	\$ 58,460	\$ 451,487	\$ 434,285	\$ 44,768	\$ 479,053	\$ 396,899	\$ 44,768	\$ 441,667	\$ (9,820)	-2.17%
Jefferson	1	\$ 382,931	\$ 36,915	\$ 419,846	\$ 433,110	\$ 43,934	\$ 477,044	\$ 366,144	\$ 43,934	\$ 410,078	\$ (9,768)	-2.33%
Calhoun	1	\$ 429,944	\$ 14,000	\$ 443,944	\$ 472,615	\$ 11,500	\$ 484,115	\$ 401,352	\$ 11,500	\$ 412,852	\$ (31,092)	-7.00%
Union	1	\$ 433,849	\$ 8,960	\$ 442,809	\$ 464,348	\$ 13,108	\$ 477,456	\$ 404,714	\$ 13,108	\$ 417,822	\$ (24,987)	-5.64%
Gulf	1	\$ 440,245	\$ 66,000	\$ 506,245	\$ 491,193	\$ 16,012	\$ 507,205	\$ 449,818	\$ 16,012	\$ 465,830	\$ (40,415)	-7.98%
Dixie	1	\$ 469,887	\$ 13,000	\$ 482,887	\$ 484,633	\$ 13,250	\$ 497,883	\$ 453,072	\$ 13,250	\$ 466,322	\$ (16,565)	-3.43%
Gilchrist	1	\$ 497,022	\$ 44,000	\$ 541,022	\$ 518,952	\$ 13,000	\$ 531,952	\$ 483,920	\$ 13,000	\$ 496,920	\$ (44,102)	-8.15%
Madison	1	\$ 370,024	\$ 156,165	\$ 526,189	\$ 403,047	\$ 157,000	\$ 560,047	\$ 418,454	\$ 99,501	\$ 517,955	\$ (8,234)	-1.56%
Holmes	1	\$ 409,753	\$ 175,963	\$ 585,716	\$ 462,402	\$ 158,960	\$ 621,362	\$ 417,668	\$ 158,960	\$ 576,628	\$ (9,088)	-1.55%
Taylor	2	\$ 469,808	\$ 47,835	\$ 517,643	\$ 564,351	\$ 10,000	\$ 574,351	\$ 495,684	\$ 10,000	\$ 505,684	\$ (11,959)	-2.31%
Washington	2	\$ 560,320	\$ 39,100	\$ 599,420	\$ 648,645	\$ 27,000	\$ 675,645	\$ 557,978	\$ 27,000	\$ 584,978	\$ (14,442)	-2.41%
Baker	2	\$ 454,324	\$ 196,000	\$ 650,324	\$ 610,149	\$ 121,000	\$ 731,149	\$ 502,109	\$ 121,000	\$ 623,109	\$ (27,215)	-4.18%
Bradford	2	\$ 521,054	\$ 151,602	\$ 672,656	\$ 435,350	\$ 363,539	\$ 798,889	\$ 296,839	\$ 363,539	\$ 660,378	\$ (12,278)	-1.83%
Hardee	2	\$ 776,769	\$ 101,000	\$ 877,769	\$ 823,233	\$ 68,550	\$ 891,783	\$ 738,683	\$ 68,550	\$ 807,233	\$ (70,536)	-8.04%
Wakulla	2	\$ 673,228	\$ 25,000	\$ 698,228	\$ 643,645	\$ 18,000	\$ 661,645	\$ 622,221	\$ 18,000	\$ 640,221	\$ (58,007)	-8.31%
Desoto	2	\$ 689,733	\$ 120,000	\$ 809,733	\$ 729,307	\$ 75,000	\$ 804,307	\$ 684,106	\$ 75,000	\$ 759,106	\$ (50,627)	-6.25%
Hendry	2	\$ 1,026,606	\$ 70,000	\$ 1,096,606	\$ 1,037,620	\$ 70,000	\$ 1,107,620	\$ 957,176	\$ 70,000	\$ 1,027,176	\$ (69,430)	-6.33%
Okeechobee	2	\$ 1,106,563	\$ 277,051	\$ 1,383,614	\$ 967,535	\$ 279,000	\$ 1,246,535	\$ 967,535	\$ 279,000	\$ 1,246,535	\$ (137,079)	-9.91%
Levy	2	\$ 990,323	\$ 27,000	\$ 1,017,323	\$ 1,012,340	\$ 35,000	\$ 1,047,340	\$ 897,483	\$ 35,000	\$ 932,483	\$ (84,840)	-8.34%
Suwannee	2	\$ 1,043,925	\$ 68,515	\$ 1,112,440	\$ 1,029,485	\$ 23,393	\$ 1,052,878	\$ 997,612	\$ 23,393	\$ 1,021,005	\$ (91,435)	-8.22%
Gadsden	2	\$ 1,096,729	\$ 79,222	\$ 1,175,951	\$ 1,291,742	\$ 61,801	\$ 1,353,543	\$ 1,057,945	\$ 61,801	\$ 1,119,746	\$ (56,205)	-4.78%
Jackson	2	\$ 944,762	\$ 81,200	\$ 1,025,962	\$ 1,010,023	\$ 76,500	\$ 1,086,523	\$ 925,264	\$ 76,500	\$ 1,001,764	\$ (24,198)	-2.36%
Walton	2	\$ 1,578,577	\$ 104,068	\$ 1,682,645	\$ 1,561,665	\$ 97,114	\$ 1,658,779	\$ 1,464,874	\$ 97,114	\$ 1,561,988	\$ (120,657)	-7.17%
Columbia	2	\$ 1,236,956	\$ 341,000	\$ 1,577,956	\$ 1,296,320	\$ 240,000	\$ 1,536,320	\$ 1,211,624	\$ 240,000	\$ 1,451,624	\$ (126,332)	-8.01%
Nassau	2	\$ 1,227,827	\$ 380,471	\$ 1,608,298	\$ 1,636,574	\$ 54,866	\$ 1,691,440	\$ 1,430,896	\$ 54,866	\$ 1,485,762	\$ (122,536)	-7.62%
Flagler	2	\$ 1,550,822	\$ 131,500	\$ 1,682,322	\$ 1,834,849	\$ 59,600	\$ 1,894,449	\$ 1,582,983	\$ 59,600	\$ 1,642,583	\$ (39,739)	-2.36%
Sumter	2	\$ 1,159,720	\$ 668,946	\$ 1,828,666	\$ 1,826,654	\$ 120,000	\$ 1,946,654	\$ 1,577,448	\$ 120,000	\$ 1,697,448	\$ (131,218)	-7.18%

Last updated: 8/26/2016 10:26 AM

County	SSC	CFY 2015-16 CCOC Original Authority	CFY 2015-16 10% Original Authority	CFY 2015-16 Original Revenue Limited Aggregate Authority	CFY 2016-17 CCOC Request	CFY 2016-17 10% Request	CFY 2016-17 Aggregate Needs Based Budget Request	CFY 2016-17 Proposed CCOC Budget ¹	CFY 2016-17 Proposed 10% Budget	CFY 2016-17 Proposed Revenue Limited Aggregate Budget	CFY 2016-17 Proposed vs. CFY 2015-16 Original Budget	
											Change	% Change
Putnam	3	\$ 2,010,430	\$ 36,000	\$ 2,046,430	\$ 2,265,198	\$ 28,000	\$ 2,293,198	\$ 1,826,188	\$ 28,000	\$ 1,854,188	\$ (192,242)	-9.39%
Monroe	3	\$ 2,922,443	\$ 802,942	\$ 3,725,385	\$ 3,415,202	\$ 607,676	\$ 4,022,878	\$ 2,799,646	\$ 607,676	\$ 3,407,322	\$ (318,063)	-8.54%
Highlands	3	\$ 1,685,100	\$ 320,000	\$ 2,005,100	\$ 1,777,311	\$ 126,500	\$ 1,903,811	\$ 1,652,488	\$ 126,500	\$ 1,778,988	\$ (226,112)	-11.28%
Indian River	3	\$ 3,141,839	\$ 200,000	\$ 3,341,839	\$ 3,141,839	\$ 171,917	\$ 3,313,756	\$ 2,782,054	\$ 171,917	\$ 2,953,971	\$ (387,868)	-11.61%
Citrus	3	\$ 2,324,235	\$ 137,500	\$ 2,461,735	\$ 2,390,967	\$ 110,015	\$ 2,500,982	\$ 2,152,797	\$ 110,015	\$ 2,262,812	\$ (198,923)	-8.08%
Martin	3	\$ 3,372,177	\$ 379,463	\$ 3,751,640	\$ 3,424,741	\$ 241,490	\$ 3,666,231	\$ 3,079,838	\$ 241,490	\$ 3,321,328	\$ (430,312)	-11.47%
Santa Rosa	3	\$ 2,948,717	\$ 156,000	\$ 3,104,717	\$ 3,250,898	\$ 170,000	\$ 3,420,898	\$ 2,820,722	\$ 170,000	\$ 2,990,722	\$ (113,995)	-3.67%
Charlotte	3	\$ 3,411,014	\$ 284,918	\$ 3,695,932	\$ 3,538,014	\$ 217,843	\$ 3,755,857	\$ 3,209,957	\$ 217,843	\$ 3,427,800	\$ (268,132)	-7.25%
Bay	3	\$ 3,391,653	\$ 248,000	\$ 3,639,653	\$ 3,391,653	\$ 240,000	\$ 3,631,653	\$ 3,231,510	\$ 240,000	\$ 3,471,510	\$ (168,143)	-4.62%
Hernando	3	\$ 3,175,280	\$ 227,000	\$ 3,402,280	\$ 3,511,672	\$ 200,000	\$ 3,711,672	\$ 3,120,493	\$ 200,000	\$ 3,320,493	\$ (81,787)	-2.40%
Okaloosa	3	\$ 3,576,975	\$ 207,340	\$ 3,784,315	\$ 3,447,806	\$ 207,340	\$ 3,655,146	\$ 3,274,169	\$ 207,340	\$ 3,481,509	\$ (302,806)	-8.00%
Clay	3	\$ 3,165,193	\$ 132,218	\$ 3,297,411	\$ 3,508,135	\$ 165,000	\$ 3,673,135	\$ 3,049,943	\$ 165,000	\$ 3,214,943	\$ (82,468)	-2.50%
St. Johns	3	\$ 3,204,950	\$ 470,000	\$ 3,674,950	\$ 3,415,889	\$ 250,000	\$ 3,665,889	\$ 3,204,175	\$ 250,000	\$ 3,454,175	\$ (220,775)	-6.01%
Alachua	4	\$ 5,583,175	\$ 469,000	\$ 6,052,175	\$ 5,778,175	\$ 285,000	\$ 6,063,175	\$ 5,420,049	\$ 285,000	\$ 5,705,049	\$ (347,126)	-5.74%
Leon	4	\$ 5,700,567	\$ 235,647	\$ 5,936,214	\$ 5,823,160	\$ 227,199	\$ 6,050,359	\$ 5,462,246	\$ 227,199	\$ 5,689,445	\$ (246,769)	-4.16%
St. Lucie	4	\$ 7,150,775	\$ 420,000	\$ 7,570,775	\$ 6,892,551	\$ 346,000	\$ 7,238,551	\$ 6,339,984	\$ 346,000	\$ 6,685,984	\$ (884,791)	-11.69%
Osceola	4	\$ 6,946,516	\$ 354,293	\$ 7,300,809	\$ 7,871,768	\$ 284,757	\$ 8,156,525	\$ 6,470,483	\$ 284,757	\$ 6,755,240	\$ (545,569)	-7.47%
Escambia	4	\$ 6,454,352	\$ 410,000	\$ 6,864,352	\$ 6,628,000	\$ 270,000	\$ 6,898,000	\$ 6,217,202	\$ 270,000	\$ 6,487,202	\$ (377,150)	-5.49%
Lake	4	\$ 5,689,904	\$ 617,210	\$ 6,307,114	\$ 5,478,489	\$ 407,925	\$ 5,886,414	\$ 5,175,079	\$ 407,925	\$ 5,583,004	\$ (724,110)	-11.48%
Collier	4	\$ 6,823,053	\$ 429,400	\$ 7,252,453	\$ 5,975,241	\$ 420,000	\$ 6,395,241	\$ 5,970,241	\$ 420,000	\$ 6,390,241	\$ (862,212)	-11.89%
Manatee	4	\$ 5,621,220	\$ 404,400	\$ 6,025,620	\$ 5,909,736	\$ 305,000	\$ 6,214,736	\$ 5,543,456	\$ 305,000	\$ 5,848,456	\$ (177,164)	-2.94%
Marion	4	\$ 6,065,058	\$ 332,500	\$ 6,397,558	\$ 6,502,043	\$ 494,000	\$ 6,996,043	\$ 5,741,326	\$ 494,000	\$ 6,235,326	\$ (162,232)	-2.54%
Sarasota	4	\$ 7,649,875	\$ 453,631	\$ 8,103,506	\$ 8,497,170	\$ 322,301	\$ 8,819,471	\$ 7,520,473	\$ 322,301	\$ 7,842,774	\$ (260,732)	-3.22%
Seminole	4	\$ 7,745,317	\$ 1,292,179	\$ 9,037,496	\$ 9,052,117	\$ 605,000	\$ 9,657,117	\$ 7,871,048	\$ 605,000	\$ 8,476,048	\$ (561,448)	-6.21%
Pasco	5	\$ 11,700,703	\$ 400,790	\$ 12,101,493	\$ 11,065,622	\$ 366,776	\$ 11,432,398	\$ 10,216,674	\$ 366,776	\$ 10,583,450	\$ (1,518,043)	-12.54%
Volusia	5	\$ 10,486,840	\$ 637,921	\$ 11,124,761	\$ 10,747,720	\$ 658,760	\$ 11,406,480	\$ 10,081,586	\$ 658,760	\$ 10,740,346	\$ (384,415)	-3.46%
Brevard	5	\$ 13,104,332	\$ 425,000	\$ 13,529,332	\$ 12,300,000	\$ 350,000	\$ 12,650,000	\$ 11,139,384	\$ 350,000	\$ 11,489,384	\$ (2,039,948)	-15.08%
Polk	5	\$ 12,145,224	\$ 1,774,320	\$ 13,919,544	\$ 11,721,445	\$ 550,000	\$ 12,271,445	\$ 11,313,249	\$ 550,000	\$ 11,863,249	\$ (2,056,295)	-14.77%
Lee	5	\$ 11,219,984	\$ 1,158,159	\$ 12,378,143	\$ 10,814,816	\$ 938,366	\$ 11,753,182	\$ 10,144,524	\$ 938,366	\$ 11,082,890	\$ (1,295,253)	-10.46%
Duval	5	\$ 15,959,569	\$ 2,395,177	\$ 18,354,746	\$ 20,230,650	\$ 1,197,003	\$ 21,427,653	\$ 16,759,207	\$ 1,197,003	\$ 17,956,210	\$ (398,536)	-2.17%
Pinellas	6	\$ 21,815,936	\$ 1,000,000	\$ 22,815,936	\$ 24,278,732	\$ 970,000	\$ 25,248,732	\$ 21,007,365	\$ 970,000	\$ 21,977,365	\$ (838,571)	-3.68%
Orange	6	\$ 26,874,931	\$ 1,700,000	\$ 28,574,931	\$ 27,539,291	\$ 1,700,104	\$ 29,239,395	\$ 25,832,432	\$ 1,700,104	\$ 27,532,536	\$ (1,042,395)	-3.65%
Hillsborough	6	\$ 27,112,792	\$ 2,060,026	\$ 29,172,818	\$ 29,050,250	\$ 1,817,392	\$ 30,867,642	\$ 26,658,285	\$ 1,817,392	\$ 28,475,677	\$ (697,141)	-2.39%
Palm Beach	6	\$ 30,529,643	\$ 1,136,454	\$ 31,666,097	\$ 30,239,744	\$ 1,106,563	\$ 31,346,307	\$ 28,355,215	\$ 1,106,563	\$ 29,461,778	\$ (2,204,319)	-6.96%
Broward	6	\$ 37,710,492	\$ 1,235,400	\$ 38,945,892	\$ 37,791,880	\$ 1,800,000	\$ 39,591,880	\$ 35,444,574	\$ 1,800,000	\$ 37,244,574	\$ (1,701,318)	-4.37%
Dade	6	\$ 66,154,320	\$ 3,900,000	\$ 70,054,320	\$ 76,427,065	\$ 3,600,000	\$ 80,027,065	\$ 64,742,056	\$ 3,600,000	\$ 68,342,056	\$ (1,712,264)	-2.44%
Total		\$ 417,080,468	\$ 30,526,298	\$ 447,606,766	\$ 441,825,679	\$ 24,180,717	\$ 466,006,396	\$ 397,900,000	\$ 24,123,218	\$ 422,023,218	\$ (25,583,548)	-5.72%

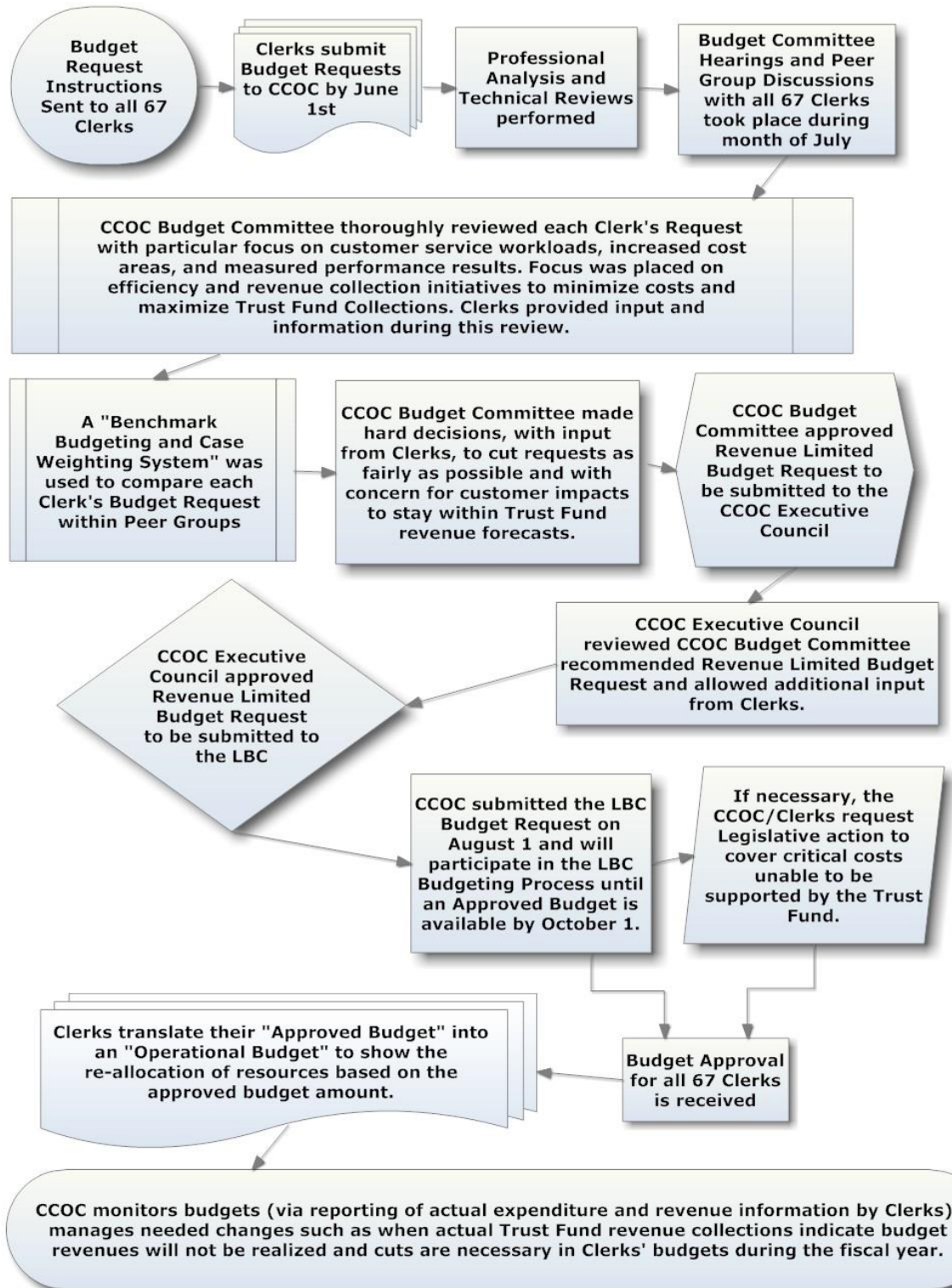
Notes:

1. CFY 2016-17 Proposed CCOC Budget Includes \$11.7 million of juror program reimbursement dollars and the REC revenue estimate of \$386.2 million, adopted on 07/20/2016.

2. Document prepared by CCOC staff on 08/01/2016.

APPENDIX E

THE CCOC'S BUDGET PROCESS-IN-BRIEF



APPENDIX F

List of Typical Clerk's Customers

The eight direct Clerks' services provided to Clerk customers are essential for them to provide their services and meet their responsibilities.

#	Agency
Federal Government Organizations	
1	Bureau of Alcohol, Tobacco and Firearms (ATF)
2	Drug Enforcement Agency (DEA)
3	Federal Bureau of Investigation (FBI)
4	Federal Bar Association
5	Federal Courts
6	Federal Immigration and Naturalization Services
7	Federal Probation
8	Federal Prosecutor
9	Federal Public Defender
10	Federal Emergency Management Agency (FEMA)
11	Immigration & Customs Enforcement
12	Internal Revenue Service (IRS)
13	Sea Coast Utilities
14	US Secret Service
15	U.S Postal Inspector
16	U.S. Dept. of State (Passports)
17	U.S. Postal Service
18	US Homeland Security
19	US Marshall Service
20	US Probation Office (Mid District of Florida)
Total	20

#	Agency
State Government Organizations	
21	Agency for Health Care Administration
22	Court Admin Case Managers, Law Clerks, JA, Judges, Magistrates
23	Court Administration
24	Florida Animal Care and Control
25	Florida Attorney General
26	Florida Clerks of Court Operations Corporation (Florida CCOC)
27	Florida Commission on Offender Review
28	Florida Criminal Justice Commission
29	Florida Department of Agriculture & Consumer Services
30	Florida Department of Agriculture and Consumer Services
31	Florida Department of Children and Family Services
32	Florida Department of Corrections (Parole)
33	Florida Department of Environmental Protection
34	Florida Department of Financial Services
35	Florida Department of Health
36	Florida Department of Highway and Motor Vehicle Safety (DHSMV)
37	Florida Department of Insurance Fraud
38	Florida Department of Juvenile Justice
39	Florida Department of Law Enforcement (FDLE - FHP, Sheriff and Police)
40	Florida Department of Revenue
41	Florida Department of State (Voter Registration)
42	Florida Department of Transportation
43	Florida District Courts of Appeal
44	Florida Division of Emergency Management
45	Florida Game, Fish and Wildlife Commission
46	Florida Legislature (Local Senators and Representatives)
47	Florida Office of Vital Statistics
48	Florida Public Service Commission
49	Governor's Office
50	Guardian ad Litem
51	Justice Administrative Commission
52	Local Circuit and County Judges
53	Local Office of Court Administration
54	Local Public Defender
55	Local Veterans Affairs Offices & Veterans Administration
56	Mental Health Facilities
57	Office of Business and Professional Regulation
58	Office of Financial Regulation
59	Office of the Inspector General
60	PBC Commission on Ethics

#	Agency
State Government Organizations (continued)	
61	PPS/PRIDE
62	Pro-se Defendants
63	Public Defender
64	Regional Conflict Resolution Counsel Office
65	Sex Offender Registry
66	South Florida Water Management
67	State Attorney's Office
68	Supreme Court of Florida
69	University System/Boards of Governor
Total	49
#	Agency
Local Government Organizations	
70	Domestic Violence Council
71	Domestic Violence Fatality Review Team of Palm Beach County
72	Legal Aid
73	Local Board of County Commission
74	Local County/City Government
75	Local Domestic Violence Shelters
76	Local Environmental Resource Management Agency (ERM)
77	Local Guardian Ad Litem Programs
78	Local Property Appraiser
79	Local School Board
80	Local Supervisor of Elections
81	Local Tax Collector
Total	12
#	Agency
Non-Profit Organizations	
82	Child Net
83	Children Services Council
84	Florida Association of Court Clerks
85	Florida Bar Association
86	Habitat for Humanity
87	Local Bar Association and Indigent Legal Providers
88	Military Recruiters
89	Other Non-profit agencies
Total	8

#	Agency
Public	
90	Bonds Agents Association
91	eRecording Vendors
92	Florida Realtors Association
93	General Public
94	Local Property Real Estate Mgmt.
95	Local Title Agencies, Banks & Credit Unions
96	Local Title Examiner Agencies
97	Media - Print & Broadcast
98	Various Mortgage & Loan Servicing Companies
99	Vendors (Various)
100	Victim Services
<hr/>	
Total	11
<hr/>	
Grand	100

APPENDIX G**STATEWIDE 2016-17 CLERK OUTPUT MEASURES**

Services	Output Measured	Projected for 2016-17
Case Processing		
	# of New Cases	5,163,125
	# of Reopens	1,159,451
	# of Notices of Appeal	22,304
	# of Docket Entries	106,055,229
	# of Continuing Cases	2,495,043
Revenue Collection and Distribution		
	TBD	
Financial Processing		
	# of Financial Receipts	9,102,954
Ad Hoc Requests for Records and Reports		
	TBD	
Provide Ministerial Pro Se Assistance		
	TBD	
Technology Services for External Users		
	TBD	
Standard Reporting Services		
	# of Required Reports Provided	54
Jury Management		
	# of Jurors Summoned	1,947,789
	# of Jurors Paid	229,287
Administration		
	TBD	

APPENDIX H

STATEWIDE 2016-17 CLERK OUTCOME MEASURES

Services	Outcome Measured		Standard
Case Processing			
	New Cases Processed Timely	Circuit Criminal	80% of defendants processed within 2 days
		County Criminal	80% of defendants processed within 3 days
		Juvenile Delinquency	80% of juveniles processed within 2 days
		Criminal Traffic	80% of Criminal UTC processed within 3 days
		Circuit Civil	80% of cases processed within 2 days
		County Civil	80% of cases processed within 2 days
		Civil Traffic	80% of cases processed within 4 days
		Probate	80% of cases processed within 2 days
		Family	80% of cases processed within 3 days
		Juvenile Dependency	80% of cases processed within 2 days
	Docket Entries Processed Timely	Circuit Criminal	80% of docket entries processed within 3 days
		County Criminal	80% of docket entries processed within 3 days
		Juvenile Delinquency	80% of docket entries processed within 3 days
		Criminal Traffic	80% of docket entries processed within 3 days
		Circuit Civil	80% of docket entries processed within 3 days
		County Civil	80% of docket entries processed within 3 days
		Civil Traffic	80% of docket entries processed within 4 days
		Probate	80% of docket entries processed within 3 days
		Family	80% of docket entries processed within 3 days
		Juvenile Dependency	80% of docket entries processed within 3 days
Revenue Collection and Distribution			
	Amount of Dollars Assessed in a Specific Time Period Collected within 5 quarters	Circuit Criminal	9% of dollars assessed are collected within 5 quarters
		County Criminal	40% of dollars assessed are collected within 5 quarters
		Juvenile Delinquency	9% of dollars assessed are collected within 5 quarters
		Criminal Traffic	40% of dollars assessed are collected within 5 quarters
		Circuit Civil	90% of dollars assessed are collected within 5 quarters
		County Civil	90% of dollars assessed are collected within 5 quarters
		Civil Traffic	90% of dollars assessed are collected within 5 quarters
		Probate	90% of dollars assessed are collected within 5 quarters
		Family	75% of dollars assessed are collected within 5 quarters
Financial Processing			
	TBD		

Services	Outcome Measured	Standard
Ad Hoc Requests for Records and Reports		
	TBD	
Provide Ministerial Pro Se Assistance		
	TBD	
Technology Services for External Users		
	TBD	
Standard Reporting Services		
	TBD	
Jury Management		
	# of Jurors Paid Timely	100% of Jurors paid timely
Administration		
	TBD	