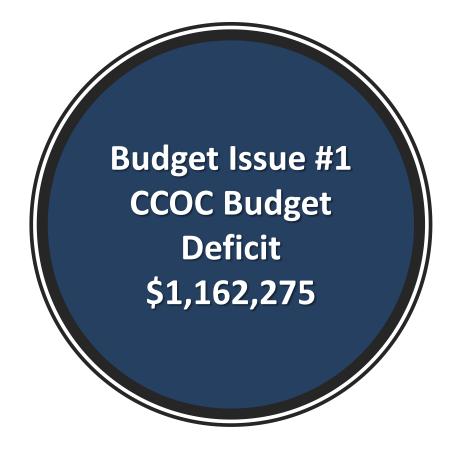


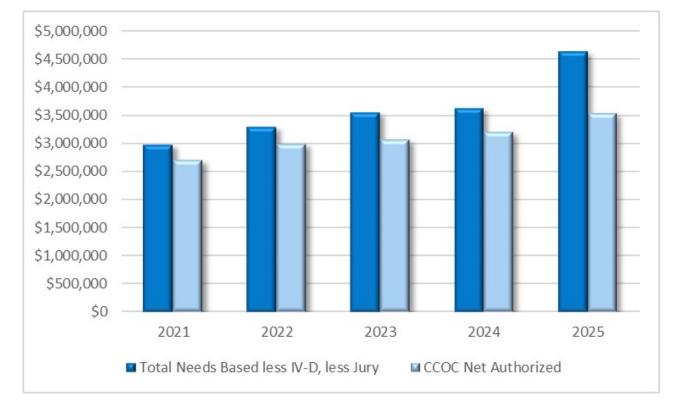


Budget Requests

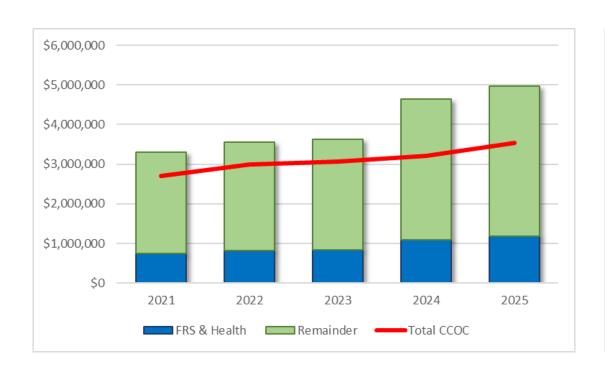
1	\$ 1,162,275	Cost Shift	Fiscal Year 25 Unfunded
2	57,330	Pay & Benefits	Modest Merit Increases
3	26,694	Pay & Benefits	Partial Wage Study Implementation
4	35,000	Funding Issue	Jury Shortfall & Tobacco Trials
	\$ 1,218,299		

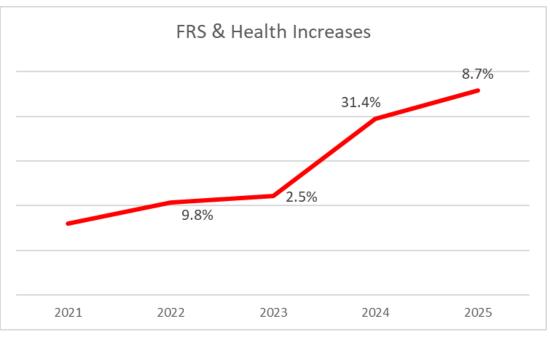


	Total Needs Based less IV-D, less Jury		CCOC Net Authorized		Deficit		CCOC funding increase/decrease	
2021	\$	3,296,696	\$	2,712,182	\$	584,514	\$	(265,589)
2022		3,560,955		2,995,549		565,406		283,367
2023		3,633,632		3,063,819		569,813		68,270
2024		4,640,990		3,208,689		1,432,301		144,870
2025		5,029,582		3,533,448		1,496,134		324,759
2020-2025	\$	1,732,886		821,266				



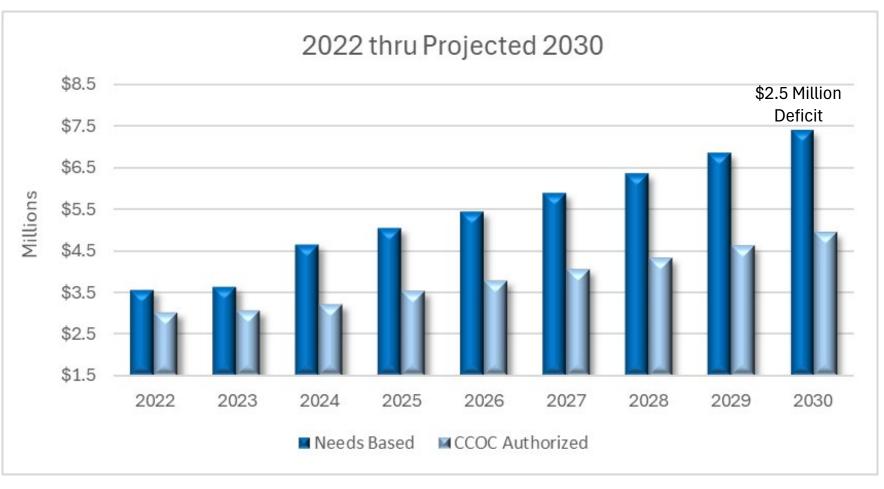
Budget Issue #1 – CCOC Budget Deficit \$1,162,275







Future Outlook if No Additional Funding





Future Outlook by Fulfilling Budget Request #1









Clerk Crystal K. Kinzel Collier County Clerk of Courts & Comptroller

Presentation to CCOC Budget Committee August 11th, 2025

Annual Clerk Statutory Budget Process

F.S. 28.36 – Budget procedure:

F. S. 28.36 (2) (a) Budget Procedure: On or before June 1, the proposed budget shall be prepared, summarized, and submitted by the Clerk in **EACH** county to the CCOC. The proposed budget **must provide detailed information on the anticipated revenues available and expenditures necessary** for the performance of the court related functions listed in s. 28.35.

(b)The proposed Budget <u>must be balanced</u> such that the total of the estimated revenues available equals or exceeds the total of the anticipated expenditures.

Collier County submitted a balanced budget:

Collier Clerk's Projected Annual Revenue FY 25-26 - \$8,546,300

Collier Clerk's Expenditure Budget Request FY 25-26 - \$8,546,300

Annual Clerk Statutory Budget Process

F.S. 28.35 – Florida Clerks of Court Operations Corporation:

F. S. 28.35(2)(f) Approving the proposed budgets submitted by clerks of the court pursuant to s. 28.36. The corporation must ensure that the total combined budgets of the clerks of the court do not exceed the total estimated revenues from fees, service charges, court costs, and fines for court-related functions available for court-related expenditures as determined by the most recent Revenue Estimating Conference, plus the total of unspent budgeted funds for court-related functions carried forward by the clerks of the court from the previous county fiscal year, plus the balance of funds remaining in the Clerks of the Court Trust Fund after the transfer of funds to the General Revenue Fund required pursuant to s. 28.37(4)(b), and plus any appropriations for court-related functions. The corporation may amend any individual clerk of the court budget to ensure compliance with this paragraph and must consider performance measures, workload performance standards, workload measures, and expense data before modifying the budget.

Annual Clerk Statutory Budget Process

What were the specific considerations made by the corporation prior to amending Collier's FY 25-26 balanced budget submission?

F.S. 28.35 requires the following considerations be applied <u>before</u> modifying any individual budget submission:

- -*Performance measures* CCOC has not provided supporting data indicating any deficiency or basis for a reduction in our expenditure budget.
- -Workload performance standards CCOC has not provided supporting data developed to measure the timeliness and effectiveness of our court-related duties nor identified any deficiencies that would form a basis for a reduction in our expenditure budget.
- -Workload measures CCOC has not provided supporting data indicating any deficiency as a basis for a reduction in Collier's expenditure budget.
- -Expense data CCOC has not provided supporting expense data indicating a basis for a reduction in the FY25-26 expenditure budget below our \$8,546,300 in projected revenues.

Action Requested of CCOC for FY2025-26

- Approve the FY2025-26 budgets for all Clerks that submitted balanced budgets (projected revenues equal to or exceeding projected expenditures) on June 1, 2025, in conformance with Florida Statute 28.36(2)(a). (9 Counties)
- 29 Fiscally Constrained counties should be eligible for remedies prescribed in Florida Statutes.

 The remaining 29 counties must be able to increase revenues, reduce expenditures, or a combination thereof, to balance their respective budgets.
 If they are still unable to balance after review, then the remedies defined in Florida Statute 28.36 should be sought by the CCOC.



Thank You

www.CollierClerk.com



August 11, 2025

The Honorable Tiffany Moore Russell

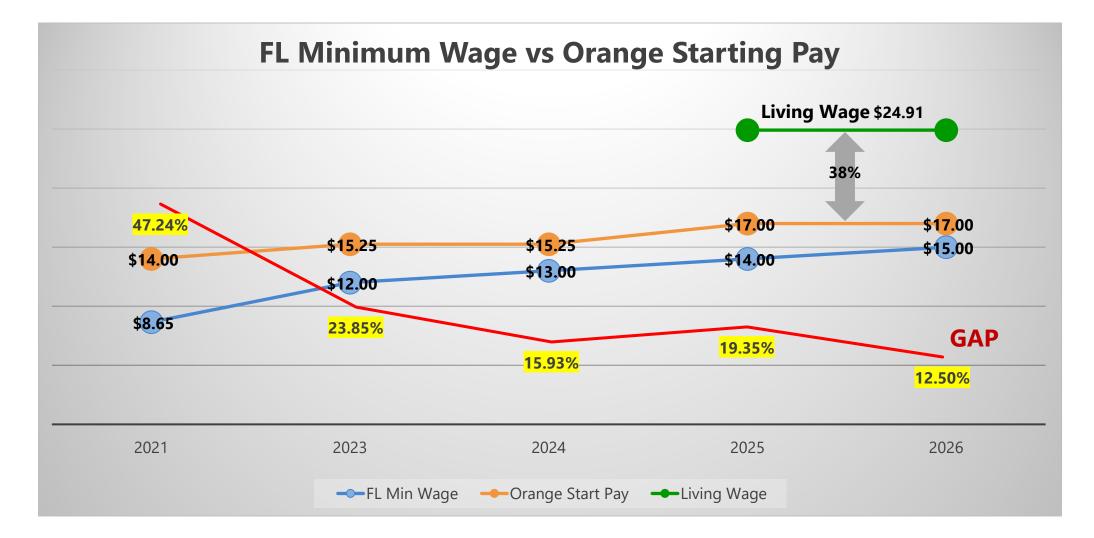


Summary of Issue Requests

Issue Request	Amount	Justification
Positions Needed	\$1.3M	Additional positions are needed to improve quality and innovate for the future.
Merit	\$923K	Keeping up with local market - Orange County Government budgeted a 5% merit increase.
Living Wage	\$3.9M	The need to increase our starting rate (to 80 th percentile) and fully address compression.
IT Shortfall	\$2.4M	Securing the court record. Does not include needed positions.
Insurance Increase	\$391K	Increase in costs due to rising insurance premiums.



Starting Pay Rate Analysis

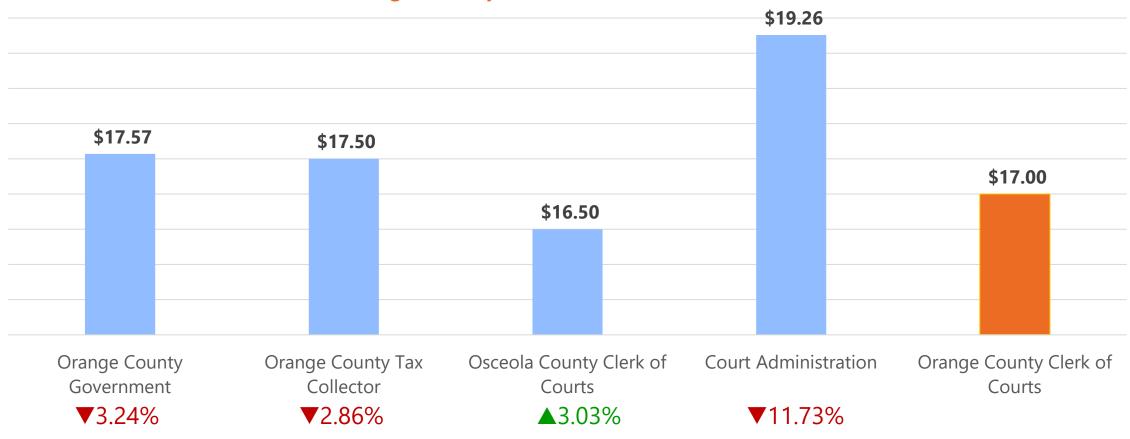




Starting Pay Rate Analysis

Our local public sector starting pay rate comparable.

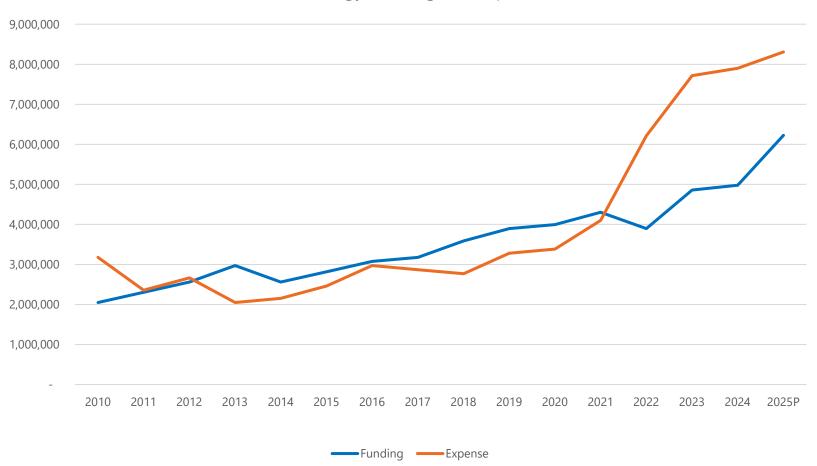






Technology Growth Outpacing Funding





Global government IT budgets are expected to grow nearly 7% annually—driven by modernization and citizen experience needs. Yet local government allocations are often stuck at 3-4% growth levels.

-Gartner

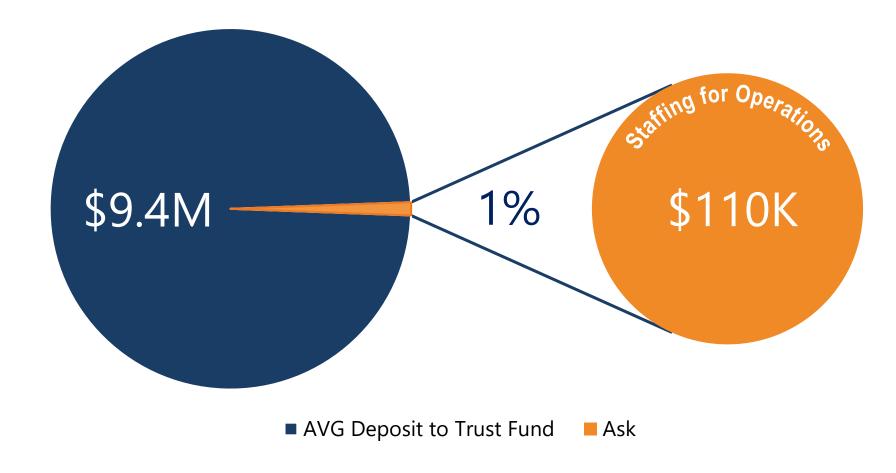


Our Ask

- Fund 2 Operations positions
- Additional requests:
 - Embrace an allocation methodology that balances multiple factors
 - ABC Workgroup considerations for Living Wage Component
 - Consider each county's current starting pay for entry level Operations Clerks
 - Address starting pay imbalance between donor and recipient counties



Our Ask







Questions?



\$

0,07111000	,		, per 110	Weighted	Weighted	Weighted	 -				5% Applied to
	Peer		FY 2025-26	Weighted	Workload	Workload	AVG Weighted	Cost per	Under Peer	Weighted case	counties under the
County								weighted			
	Group	Б	ase Budget	Measure	Measure	Measure	Workload	Case	Group AVG	applied to 5%	AVG Cost/Weighted
Code	1	Ċ	FF0 722	(CFY 2021-22)	(CFY 2022-23)	(CFY 2023-24)	44.540.7	40.50	TDUE	44.540.7	Case
Gulf	1	\$	559,733	11,107.0	11,386.0	12,063.0	11,518.7	48.59	TRUE	11,518.7	\$ 452.65
Lafayette	1	\$	343,958	4,538.0	3,795.5	4,576.0	4,303.2	79.93	FALSE	-	\$ -
Liberty	1	\$	360,605	7,148.5	5,861.5	5,300.0	6,103.3	59.08	TRUE	6,103.3	\$ 239.85
Union	1	\$	544,515	7,861.5	7,200.0	7,543.5	7,535.0	72.26	FALSE	-	\$ -
Baker	2	\$	816,730	19,595.5	21,348.5	20,304.0	20,416.0	40.00	TRUE	20,416.0	\$ 802.30
Calhoun	2	\$	509,417	13,234.0	12,926.5	13,164.5	13,108.3	38.86	TRUE	13,108.3	\$ 515.12
Dixie	2	\$	561,107	12,763.5	14,764.5	14,221.0	13,916.3	40.32	TRUE	13,916.3	\$ 546.88
Franklin	2	\$	729,233	12,254.0	13,394.5	13,824.5	13,157.7	55.42	FALSE	-	\$ -
Gilchrist	2	\$	614,496	12,406.5	12,098.0	11,097.0	11,867.2	51.78	FALSE	-	\$ -
Glades	2	\$	638,127	11,559.5	11,258.5	15,669.5	12,829.2	49.74	FALSE	-	\$ -
Hamilton	2	\$	669,639	15,370.5	13,582.5	14,271.0	14,408.0	46.48	FALSE	-	\$ -
Hardee	2	\$	1,021,928	20,386.0	24,591.5	24,808.5	23,262.0	43.93	TRUE	23,262.0	\$ 914.14
Holmes	2	\$	670,053	16,678.5	15,217.0	16,001.5	15,965.7	41.97	TRUE	15,965.7	\$ 627.41
Jefferson	2	\$	565,956	12,499.0	13,633.5	13,994.5	13,375.7	42.31	TRUE	13,375.7	\$ 525.63
Taylor	2	\$	648,825	19,523.0	18,856.0	19,943.0	19,440.7	33.37	TRUE	19,440.7	\$ 763.97
Washington	2	\$	899,753	20,364.0	20,625.0	20,742.5	20,577.2	43.73	TRUE	20,577.2	\$ 808.63
Bradford	3	\$	1,000,951	30,987.0	34,291.0	30,252.5	31,843.5	31.43	TRUE	31,843.5	\$ 1,251.37
DeSoto	3	\$	939,304	26,500.5	30,928.0	30,168.0	29,198.8	32.17	TRUE	29,198.8	\$ 1,147.44
Gadsden	3	\$	1,526,444	35,454.5	34,195.5	31,300.0	33,650.0	45.36	FALSE	-	\$ -
Hendry	3	\$	1,438,886	28,223.5	31,110.5	36,782.5	32,038.8	44.91	FALSE	-	\$ -
Jackson	3	\$	1,255,824	32,334.0	35,224.0	31,307.5	32,955.2	38.11	FALSE	-	\$ -
Levy	3	\$	1,307,660	39,743.5	37,420.0	35,856.0	37,673.2	34.71	TRUE	37,673.2	\$ 1,480.46
Madison	3	\$	648,064	24,042.0	23,380.0	26,518.0	24,646.7	26.29	TRUE	24,646.7	\$ 968.55
Okeechobee	3	\$	1,475,992	34,476.0	36,190.0	40,816.0	37,160.7	39.72	FALSE	-	\$ -
Suwannee	3	\$	1,344,959	30,781.0	33,002.0	33,098.5	32,293.8	41.65	FALSE	-	\$ -
Wakulla	3	\$	804,879	23,389.5	25,698.5	22,803.0	23,963.7	33.59	TRUE	23,963.7	\$ 941.71
Citrus	4	\$	3,533,448	102,654.5	107,520.5	108,793.0	106,322.7	33.23	FALSE	-	\$ -
Columbia	4	\$	1,847,898	65,278.0	59,413.5	60,531.5	61,741.0	29.93	TRUE	61,741.0	\$ 2,426.26
Flagler	4	\$	2,140,472	71,591.0	75,935.5	78,140.0	75,222.2	28.46	TRUE	75,222.2	\$ 2,956.03
Highlands	4	\$	2,288,340	61,752.5	67,616.0	65,678.5	65,015.7	35.20	FALSE	-	\$ -
Indian River	4	\$	3,304,319	87,914.5	96,387.5	98,541.0	94,281.0	35.05	FALSE	-	\$ -
Martin	4	Ś	4,016,452	104,015.0	112,597.0	123,139.0	113,250.3	35.47	FALSE	-	\$ -
Nassau	4	\$	1,824,677	53,930.0	59,277.0	62,457.0	58,554.7	31.16	TRUE	58,554.7	\$ 2,301.05
Putnam	4	Ś	2,469,487	59,943.5	68,744.0	63,813.5	64,167.0	38.49	FALSE	-	\$ -
Sumter	4	\$	2,258,896	72,197.5	79,327.0	82,572.0	78,032.2	28.95	TRUE	78,032.2	\$ 3,066.46
Walton	4	\$	2,031,728	70,373.5	87,634.5	71,144.5	76,384.2	26.60	TRUE	76,384.2	\$ 3,001.70
Alachua	5	\$	6,682,426	185,378.0	187,429.5	186,280.0	186,362.5	35.86	FALSE		\$ -
Bay	5	\$	4,557,605	194,563.0	206,616.0	226,530.5	209,236.5	21.78	TRUE	209,236.5	
Charlotte	5	\$	4,191,942	140,392.5	155,263.0	164,184.0	153,279.8	27.35	TRUE	153,279.8	
Clay	5	\$	4,276,781	142,202.0	149,779.5	153,300.0	148,427.2	28.81	TRUE	148,427.2	
Collier	5	\$	7,493,527	230,847.5	229,643.0	224,281.0	228,257.2	32.83	FALSE	-	\$ 3,832.80
Hernando	5	\$	4,007,781	128,656.5	143,303.5	142,218.0	138,059.3	29.03	TRUE	138,059.3	\$ 5,425.37
Lake	5	\$	7,230,235	230,984.0	245,441.5	239,337.5	238,587.7	30.30	FALSE	130,033.3	\$ 5,425.57
	5	\$	6,816,671	,	,	,	,			-	<u>.</u>
Leon	5	ļ >	0,010,0/1	205,593.0	204,552.5	204,196.0	204,780.5	33.29	FALSE	-	<u> </u>

County	Peer Group	CFY 2025-26 Base Budget	Weighted Workload Measure (CFY 2021-22)	Weighted Workload Measure (CFY 2022-23)	Weighted Workload Measure (CFY 2023-24)	AVG Weighted Workload	Cost per weighted Case	Under Peer Group AVG	Weighted case applied to 5%	5% Applied to counties under the AVG Cost/Weighted Case
Marion	5	\$ 7,625,553	239,539.5	261,608.5	274,953.5	258,700.5	29.48	TRUE	258,700.5	\$ 10,166.25
Monroe	5	\$ 4,137,256	121,354.5	127,445.5	119,555.0	122,785.0	33.70	FALSE	-	\$ -
Okaloosa	5	\$ 4,275,114	154,122.5	159,894.0	156,357.0	156,791.2	27.27	TRUE	156,791.2	\$ 6,161.48
Saint Johns	5	\$ 4,259,216	160,469.0	193,082.0	186,641.5	180,064.2	23.65	TRUE	180,064.2	\$ 7,076.05
Saint Lucie	5	\$ 7,723,423	230,593.5	247,758.0	254,210.5	244,187.3	31.63	FALSE	-	\$ -
Santa Rosa	5	\$ 3,922,046	119,938.5	131,651.5	117,758.0	123,116.0	31.86	FALSE	-	\$ -
Brevard	6	\$ 13,070,317	388,680.0	394,059.0	395,988.0	392,909.0	33.27	FALSE	-	\$ -
Escambia	6	\$ 7,951,620	246,362.5	249,165.5	243,701.0	246,409.7	32.27	FALSE	-	\$ -
Manatee	6	\$ 6,899,989	240,170.0	247,722.0	257,677.0	248,523.0	27.76	TRUE	248,523.0	\$ 9,766.30
Osceola	6	\$ 9,002,507	291,815.5	332,973.0	340,616.0	321,801.5	27.98	TRUE	321,801.5	\$ 12,645.96
Pasco	6	\$ 13,312,391	333,213.0	351,183.5	353,999.0	346,131.8	38.46	FALSE	-	\$ -
Sarasota	6	\$ 9,461,747	304,616.0	329,224.0	313,159.0	315,666.3	29.97	TRUE	315,666.3	\$ 12,404.86
Seminole	6	\$ 10,212,651	313,164.0	339,737.0	365,175.0	339,358.7	30.09	TRUE	339,358.7	\$ 13,335.91
Lee	7	\$ 13,783,739	483,019.5	569,245.5	609,639.5	553,968.2	24.88	TRUE	553,968.2	\$ 21,769.50
Pinellas	7	\$ 26,034,301	725,922.0	742,045.5	694,289.0	720,752.2	36.12	FALSE	-	\$ -
Polk	7	\$ 14,739,850	571,055.0	628,540.0	683,255.0	627,616.7	23.49	TRUE	627,616.7	\$ 24,663.69
Volusia	7	\$ 13,677,918	536,057.5	568,161.5	552,816.5	552,345.2	24.76	TRUE	552,345.2	\$ 21,705.72
Broward	8	\$ 45,104,881	1,513,921.5	1,748,123.0	1,475,104.5	1,579,049.7	28.56	FALSE	-	\$ -
Duval	8	\$ 23,190,525	1,012,593.0	1,030,510.5	972,500.5	1,005,201.3	23.07	TRUE	1,005,201.3	\$ 39,501.79
Hillsborough	8	\$ 35,918,958	1,420,920.0	1,733,540.5	1,373,579.0	1,509,346.5	23.80	TRUE	1,509,346.5	\$ 59,313.37
Miami-Dade	8	\$ 83,509,053	3,160,436.0	3,821,240.0	3,738,430.5	3,573,368.8	23.37	TRUE	3,573,368.8	\$ 140,424.06
Orange	8	\$ 34,488,116	1,357,461.0	1,634,672.5	1,488,836.5	1,493,656.7	23.09	TRUE	1,493,656.7	\$ 58,696.79
Palm Beach	8	\$ 34,629,783	1,084,405.5	1,133,560.5	1,151,981.5	1,123,315.8	30.83	FALSE	-	\$ -
			17,741,316.5	19,853,602.5	19,021,786.0	18,872,235.0	35.48		12,440,355	\$ 488,873.46

Number of counties that benefit: 38

Peer	Cost/WC				
Group	PG				
1	64.97				
2	43.99				
3	36.79				
4	32.25				
5	29.77				
6	31.40				
7	27.31				
8	25.45				

Methodology:

Calculate 3yr average weighted workload for each county, this smooths the data. (COLUMN G)

Take the CFY 2025-26 Base Budget and divide it by the average weighted workload. (COLUMN H)

This gives us the Cost/Weighted Case.

Calculate the AVG Cost/Weighted Case for each peer group and compare each county within their peer group. (See green table to the left) If a county is below their peer group AVG, use their AVG Weighted Caseload (COLUMN G) to allocate the remaining 5%. (Column M)

Analysis:

Establishes a factor to incentivize/recognize those counties that are performing below the AVG Cost/Weighted Case within their peer group. Creates an incentive for the counties that are above their peer group average to get closer or below the average, for future allocation. Addresses the spread between the extreme Cost/Weighted Cases within the same peer group.

Leverages Peer Groups in a new way.

57% of counties receive an incentive for their performance against this factor.



Clerk of the Circuit Court & Comptroller

CCOC Budget Committee August 11, 2025









FY26 Funding Issue Request – Pay & Benefits / COLA

Asking minimum of 6% - \$1,454,907

Facts/Statistics:

1. We are 41% below the PBC Median Income of \$81,615, PBC Clerk Median Income: \$49,233. Highest median income in Peer Group.

County	Median Income @ July 2023 ¹	FY24 Operational Budget Avg. Salary per FTE	FY24 Operational Salary as a % of Median
Palm Beach	\$ 74,715	\$ 48,249	-35.4%

County	Median Income @ July 2024 ¹	FY25 Operational Budget Avg. Salary per FTE	FY25 Operational Salary as a % of Median
Palm Beach	\$ 81,615	\$ 49,233	-39.7%

2. PBC ranked 3rd most costly county in Florida, 2nd highest Cost of Living in Peer Group.

FY26 Funding Issue Request – Pay & Benefits / COLA

Asking minimum of 6% - \$1,454,907

Facts/Statistics:

3. Reduction in FTEs of 24.7% since FY2015. This reduction is higher than our reduction in new cases of 6.0%.

FTE's (Net) - Operational Budget submission				New Cases - Outp	New Cases - Output Reports				
_	FY2015	FY25	% Changes		FY2015	FY2024	% Changes		
Palm Beach	542.92	408.97	-24.7%	Palm Beach	357,206	335,783	-6.0%		

4. Employee hiring and retention more difficult since Pandemic: Pre-Pandemic average vacancies 25.52, Post-Pandemic average 46.39.

FY25 Funding Issue Request – Pay & Benefits / COLA

Asking minimum of 6% - \$1,454,907 and \$4,355,062 Living Wage Adjustment

	Case Processing	Revenue Collection	Financial Processing	Requests for Records	Provide Ministerial	Technology Services	Mandated Reporting	Jury Management	Administration	TOTAL
		and Distribution		and Reports	Pro Se Assistance	for External Users	Services			
New FTE										0.00
Personnel	\$857,523	\$94,424	\$44,811	\$132,833	\$54,268	\$9,893	\$31,281	\$47,430	\$182,444	\$1,454,907

	Case Processing	Revenue Collection	Financial Processing	Requests for Records	Provide Ministerial	Technology Services	Mandated Reporting	Jury Management	Administration	TOTAL
		and Distribution		and Reports	Pro Se Assistance	for External Users	Services			
New FTE										0.00
Personnel	\$2,566,875	\$282,644	\$134,136	\$397,617	\$162,444	\$29,614	\$93,634	\$141,975	\$546,123	\$4,355,062

To fund increases in pay by 6% which is 1) consistent to what our county has been giving their employees for the past few years and 2) it starts closing the gap between the current salaries and the living wage.

Noted below we have 64.7% of employees making below the MIT living wage.

A 6% COLA will help us take our first step to ensure all our employees are making at the very least a survival rate (1 adult no children)

	COL (www.best places.net /county) FY24		Total OPS FTEs	# of FTEs Below LW	% Below LW	MIT LW FY2024 - 1 Adult	Total OPS FTEs	# of FTEs Below LW	
Palm Beach	114.1	\$ 23.97	417.08	276.75	66.4%	\$ 24.74	408.32	264.12	64.7%

FY25 Funding Issue Request - Pay & Benefits / COLA

Asking minimum of 6% - \$1,454,907

Trends:

- 5. Competing for prospective employees more difficult when county/ other public and private employers are giving increases between 5-6% or paying at a higher base, this coupled with historical low unemployment rates has made hiring and retaining very difficult.
- 6. Only county in Peer group with single digit increase sinceFY2014/15 authorized budget (4.4%).

Authorized Bud	FY2015	FY	/2022	F	Y2023	F	Y2024	FY2025	FY25 - FY24	FY25 - FY15
-										
Broward	\$ 40,014,826	\$ 38	3,928,487	\$ 40),011,301	\$ 42	2,139,295	\$ 45,017,522	6.8%	12.5%
Duval	\$ 16,807,590	\$ 19	9,581,816	\$ 20),197,538	\$ 21	,477,520	\$ 23,144,597	7.8%	37.7%
Hillsborough	\$ 28,717,935	\$ 30),288,553	\$ 31	L,185,038	\$ 33	3,003,636	\$ 35,834,370	8.6%	24.8%
Miami Dade	\$ 69,669,469	\$ 70	0,739,517	\$ 72	2,539,017	\$ 76	5,966,372	\$ 83,295,613	8.2%	19.6%
Orange	\$ 28,302,946	\$ 28	3,984,523	\$ 29	9,846,629	\$ 31	,634,226	\$ 34,409,249	8.8%	21.6%
Palm Beach	\$ 33,100,629	\$ 30	0,234,171	\$ 30),450,458	\$ 32	2,574,138	\$ 34,557,372	6.1%	4.4%

FY25 Funding Issue Request - Health Insurance

Asking minimum of 5% - \$800,726

Facts/Statistics:

Average annual increase in insurance fees over a 5-year period.

	Case Processing	Revenue Collection	Financial Processing	Requests for Records	Provide Ministerial	Technology Services	Mandated Reporting	Jury Management	Administration	TOTAL
		and Distribution		and Reports	Pro Se Assistance	for External Users	Services			
New FTE										0.00
Personnel	\$471,948	\$51,967	\$24,662	\$73,106	\$29,867	\$5,445	\$17,216	\$26,104	\$100,411	\$800,726
Operating										\$0
Capital										\$0
TOTAL	\$471,948	\$51,967	\$24,662	\$73,106	\$29,867	\$5,445	\$17,216	\$26,104	\$100,411	\$800,726

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Uncontrollable Revenue/Expenditure Drivers

- PBC has the most municipalities (39) within our peer group, redirecting approximately \$2.3M plus annually in revenue. An average of 59% of traffic citations are issued in municipalities.
- Only county in peer group that has a local AO that requires pre-traffic hearings (avg. 35% of cases), resulting in more cases requiring 2 hearings (approx. 30% of pre-trial hearings go to trial or secondary hearing).
- Indigency cases lost revenue approximately \$550-640K.
- 5 locations with Judicial hearings mandated by local AO's and spread over 1,970 sq. miles.
 - Mileage from Main Judicial building to Branch offices: North County: 14 miles South County: 20 miles West County: 41 miles Gun Club: 5 miles
- Higher percentage of citizens on a fixed income within peer group.
- Despite a reduction in new cases since FY15 of 6.0%, revenue is higher by 1.7% (FY24 vs. FY15).

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Revenue & Cost Analysis/Trends

	Palm Beach												
	FY18		FY19		FY20		FY21		FY22		FY23		FY24
Actual Cost per Case	\$	83.36	\$	84.90	\$	102.30	\$	91.30	\$	91.76	\$	91.49	\$ 94.98
Actual Rev/Case	\$	86.98	\$	84.13	\$	92.04	\$	91.15	\$	90.41	\$	86.76	\$ 88.82
Revenue Adjustments													
Revenue Redirected to Muni's		1,413,782		1,581,568		1,399,479		1,830,163		2,048,862		2,234,182	2,267,316
Est. Impact of Indigencies		539,760		810,810		729,495		567,645		556,725		663,195	630,045
Revenue with adjustments	\$	30,869,465	\$	30,287,356	\$	26,034,478	\$	29,950,769	\$	29,870,765	\$	30,327,494	\$ 32,721,922
Adjusted Rev Per Case	\$	92.86	\$	91.35	\$	100.24	\$	99.08	\$	99.05	\$	95.93	\$ 97.45



Thank You







