



REPRESENTING  
**ALEX SINK**  
CHIEF FINANCIAL OFFICER  
STATE OF FLORIDA

**BRADFORD COUNTY**  
**CLERK OF CIRCUIT COURT**  
**BUDGET REVIEW**

REPORT DATE:  
May 27, 2008

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# ALEX SINK

## CHIEF FINANCIAL OFFICER

### INTRODUCTION

The Department of Financial Services (DFS) has completed a review of the budget certifications made by the Bradford County Clerk of Circuit Court's Office to the Clerks of Court Operations Corporation (CCOC), pursuant to Section 28.35(3)(b), Florida Statutes (F.S.). The scope of our review focused on validating the processes and methodologies utilized in the development of the Clerk's budgets for fiscal years 2005-2006 (FY 05-06), 2006-2007 (FY 06-07) and 2007-2008 (FY 07-08).

The Chief Financial Officer (CFO) has contracted with CCOC to establish a process for review and certification of court-related budgets submitted by the Clerks of Circuit Courts. The CCOC is responsible for calculating the maximum authorized annual budget, identifying budgets exceeding the maximum expenditure amounts for a standard list of court-related functions and identifying budgets that have insufficient revenues to cover court-related expenditures, pursuant to Section 28.36, F.S.

### SUMMARY

- The FY 05-06, FY 06-07 and FY 07-08 approved budgets were \$ 537,687, \$576,145 and \$705,230 respectively.
- Bradford County has a population of 28,480 and had 17.25, 16.62 and 16.80 Full Time Employees (FTEs) budgeted to support court-related activities for FY 05-06, FY 06-07 and FY 07-08 respectively.
- Budgeted revenues and expenditures for FY 05-06 were \$672,264 and \$537,687 respectively, resulting in a budgeted surplus of \$134,577. Actual revenues and expenditures as reported by the Clerk for FY 05-06 detailed a surplus of \$50,884. The Clerk remitted the FY 05-06 surplus to the Department of Revenue (DOR) on December 18, 2006 for deposit in the General Revenue Fund, pursuant to the provisions of Section 28.37(4), F.S.
- Budgeted revenues and expenditures for FY 06-07 were \$822,341 and \$576,145 respectively, resulting in a budgeted surplus of \$246,196. Actual revenues and expenditures as reported by the Clerk for FY 06-07 detailed a surplus of \$14,659. The Clerk remitted the FY 06-07 surplus to DOR on December 20, 2007 for deposit in the General Revenue Fund, pursuant to the provisions of Section 28.37(4), F.S.

- Budgeted revenues and expenditures for FY 07-08 are \$1,043,931 and \$705,230 respectively, resulting in a \$338,701 budgeted surplus. Monthly payments to the Clerks of the Court Trust Fund are scheduled to liquidate the Clerk's projected surplus pursuant to CCOC directive.
- The Clerk has an internal system and reporting procedures for measuring and reporting on all required performance standards.

## **SCOPE, OBJECTIVES AND METHODOLOGY**

### **Scope**

The Scope of our review included an analysis of the development of the Clerk's FY 05-06, FY 06-07 and FY 07-08 budgets. Our review was conducted on March 18 -19, 2008 at the Bradford County Clerk of Circuit Court's Office.

### **Objectives and Methodology**

The budget review was conducted with the following objectives:

- Each Clerk shall develop a budget funded from fees, services charges, court costs and fines, pursuant to Sections 28.35, 28.36 and 28.37, F.S. Clerks must provide detailed information on expenditures necessary for the performance of court-related functions using the court-related codes in the Uniform Accounting System Manual (UASM). The budget shall be submitted annually to CCOC for review and approval. The CCOC budget approval process focuses on the following key components:
  - Overhead Cost Allocation – The Bradford County Clerk's Office applied a 68.98 and 66.48 percent cost allocation rate to the FY 05-06 and FY 06-07 certified annual budgets. A 67.21 percent cost allocation rate is being utilized for the FY 07-08 budget.
  - Our review of supporting documentation disclosed that the methodologies used to calculate and distribute overhead costs were reasonable.
  - Distribution of Court-Related FTEs – The Bradford County Clerk's Office budgeted 17.25 of 25.00, 16.62 of 25.00 and 16.80 of 25.00 FTEs for FY 05-06, FY 06-07 and FY 07-08 respectively, to support court-related functions.
  - General Fund Expenditures – The final approved budget for FY 05-06 was \$537,687. Major expenditure categories were: Personal Services (\$502,889) and Operating Expenses (\$34,798). The final approved budget for FY 06-07 was \$576,145. Major expenditure categories were: Personal Services (\$572,434) and Operating Expenses (\$3,711). The final approved budget for FY 07-08 was \$705,230 which included a budget reserve of \$46,137. Major expenditure categories are: Personal Services (\$630,828) and Operating Expenses (\$28,265).

- Revenue Forecasting – Budgeted revenues of \$672,264, \$822,341 and \$1,043,931 were calculated for FY 05-06, FY 06-07 and FY 07-08 respectively, based on prior period data and management’s assessment of future operational activities.
  - Our review determined that the Clerk’s FY 05-06, FY 06-07 and FY 07-08 budgets were prepared pursuant to CCOC instructions and submitted in accordance with the provisions of Section 28.36, F.S.
- Expenditures during the review period were limited to court-related functions as specified in Section 28.35(4)(a), F.S.
  - Revenues for fees, services charges, court costs and funding for court-related functions for FY 05-06 and FY 06-07 were assessed pursuant to the provisions of Chapter 28, F.S. The Clerk’s budget for FY 07-08 was based on projected revenues from the same sources, pursuant to Section 28.36, F.S.
  - Clerks are required to maintain a partial fee payment system, pursuant to Section 28.246, F.S. The Bradford County Clerk’s Office is currently utilizing an internal database system to account for partial fee payments. The Clerk is contracting with an external collection agency to assist with collecting delinquent accounts more than 120 days past due.
  - Bradford County Clerk of Court was designated a “donor” office for FY 05-06 by CCOC based upon a budgeted surplus of \$134,577. Monthly remittances to the Clerks of the Court Trust Fund were scheduled to liquidate the Clerk’s projected surplus pursuant to CCOC directive. The Clerk reported a FY 05-06 surplus of \$50,884 based on actual revenues and expenditures of \$803,921 and \$753,037 respectively. The Clerk remitted the FY 05-06 surplus to DOR on December 18, 2006 for deposit in the General Revenue Fund, pursuant to the provisions of Section 28.37(4), F.S.
  - Bradford County Clerk of Court was designated a “donor” office for FY 06-07 by CCOC based upon a budgeted surplus of \$246,196. Monthly remittances to the Clerks of the Court Trust Fund were scheduled to liquidate the Clerk’s projected surplus pursuant to CCOC directive. The Clerk reported a FY 06-07 surplus of \$14,659 based on actual revenues and expenditures of \$930,924 and \$916,265 respectively. The Clerk remitted the FY 06-07 surplus to DOR on December 20, 2007 for deposit in the General Revenue Fund, pursuant to the provisions of Section 28.37(4), F.S.
  - The Bradford County Clerk of Court is designated a “donor” office for FY 07-08 by CCOC based upon a budgeted surplus of \$338,701. Projected revenues and expenditures for FY 07-08 are \$1,043,931 and \$705,230 respectively. Through the time of our review (based on the report data through January 2008), the Clerk’s Office reported revenues and expenditures of \$308,545.

- The following performance measures were adopted by CCOC, pursuant to Section 28.35, F.S., for FY 05-06, FY 06-07 and FY 07-08:
  - Outputs – The outputs consist of the number of civil cases filed and the number of criminal defendants handled, by Court Divisions, as identified by the Clerk’s Office. The Clerk reported 16,078 new cases filed and 2,479 defendants during FY 05-06. The Clerk reported 17,708 new cases filed and 2,779 defendants during FY 06-07.
  - Outcome Measures – Timeliness and Collection Rate:
    - Timeliness – New cases opened within a designated number of business days after the initial filing. The Clerk has the ability to collect data and report timeliness measures on new cases. The Clerk reported meeting or exceeding 20 of 20 performance standards to CCOC for FY 05-06. The Clerk reported meeting or exceeding 20 of 20 performance standards to CCOC for FY 06-07.
    - Collection Rate – The collection rate is calculated by dividing collections by the adjusted assessments. The Clerk reported meeting or exceeding 8 of 9 collections performance standards to CCOC for FY 05-06. The Clerk reported meeting or exceeding 9 of 9 collections performance standards to CCOC for FY 06-07. The Clerk reported meeting or exceeding 8 of 9 collections performance standards to CCOC for the first quarter of FY 07-08.
  - Fiscal Management Measures – Fiscal Management Standards
    - Status Report - The Clerk reported meeting or exceeding 8 of 9 fiscal management standards to CCOC for FY 05-06.

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## FINDINGS AND RECOMMENDATIONS

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### **Finding Number 1:**

Based upon our review, we found the Clerk’s budgeting practices and expenditure and revenue methodologies for State funds to be efficient and accurate. We concluded the Bradford County Clerk’s Office is currently able to report on all required performance standards. However, Clerks are required to remit one-third of fines, fees, service charges and cost collected to DOR for deposit in the General Revenue Fund by the 20<sup>th</sup> of the following month, pursuant to Section 28.37(2), F.S. The Bradford County Clerk of Court frequently remitted payments past the deadline.

**Recommendation Number 1:**

The Clerk should closely adhere to and follow all remittance requirements prescribed by Section 28.37(2), F.S.

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**REVIEW TEAM**

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Burton Marshall, *Chief, Bureau of Local Government*

Priscilla Bailey-Brown, *Financial Administrator*

Mark Gressel, *Professional Accountant Specialist*

Bob Johnson, *Professional Accountant Specialist*

Angie Lawson, *Professional Accountant Specialist*

Jessica Robinson, *Professional Accountant Specialist*

Jeremy Smith, *Professional Accountant Specialist*

# APPENDIX



## Appendix A



REPRESENTING  
**ALEX SINK**  
CHIEF FINANCIAL OFFICER  
STATE OF FLORIDA

January 17, 2008

The Honorable Ray Norman  
Clerk of Circuit Court  
Bradford County  
Post Office Drawer B  
Starke, Florida 32091

Dear Mr. Norman:

The Department of Financial Services (DFS) has scheduled a review of your budget processes in accordance with Section 28.35, Florida Statutes. The dates mutually selected for this review are March 18 – 19, 2008. Our review will encompass the following objectives: Analyze the methodologies used to develop both the current and prior fiscal years Clerks of Court Operations Corporation (CCOC) certified budget; review expenditures to ensure compliance with Florida Statutes; analyze projected and year-to-date revenues; and review methods used to collect and report data regarding performance measures.

To minimize disruptions to your daily operations, we request you have the following available upon our arrival:

1. Current organization chart.
2. Internal documentation of methodologies used to allocate FTEs to court-related activities.
3. Payroll subsidiary ledger for the most recent pay date and current annual salary listing by employee. Do not include Social Security Numbers on documentation.
4. Listing of General Ledger codes (500-700 range) used in conjunction with the chart of accounts.
5. General Ledger report of court-related revenues and expenditures for FY 05-06, FY 06-07 and FY 07-08 (through January 2008).
6. Revenue and Expenditure Tracking Reports submitted to CCOC for FY 05-06, FY 06-07 and FY 07-08 (through January 2008).
7. Copies of monthly transmittals to the Department of Revenue for revenues remitted, pursuant to Sections 28.241(1)(a), 28.37(2) and 28.37(4), Florida Statutes.
8. Report detailing outstanding balance for each partial payment account.

FLORIDA DEPARTMENT OF FINANCIAL SERVICES  
Burton S. Marshall, CPA • Chief  
Division of Accounting and Auditing • Bureau of Local Government  
200 E. Gaines St. • Tallahassee, FL 32399-0354 • Tel. 850-413-5588 • Fax 850-413-5548 • SC 293-5588  
Email • [Burton.Marshall@fldfs.com](mailto:Burton.Marshall@fldfs.com)  
Affirmative Action • Equal Opportunity Employer

## Appendix A (continued)

The Honorable Ray Norman  
January 17, 2008  
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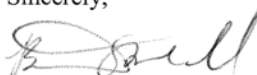
9. Contract, outstanding balance of accounts assigned, and supporting records for remittances by collection agency for FY 05-06, FY 06-07 and FY 07-08 (through January 2008), if applicable.
10. Submissions of timeliness and collections performance measure data and any related supporting documentation to CCOC for FY 05-06, FY 06-07 and FY 07-08 (through December 2007).
11. Any internal documentation used to complete a Budget Amendment Request(s) approved by CCOC, if applicable.
12. Audit Report for FY 05-06 and FY 06-07.
13. Fiscal Management Measures Status Report Form to CCOC for FY 05-06 and FY 06-07.
14. FY 07-08 Rebasing worksheets for Budget Submission to the CCOC.

Please have the requested information available for fiscal years 2005-2006, 2006-2007 and 2007-2008, as our review will cover these periods. Mr. Bob Johnson and Ms. Jessica Robinson will represent DFS during this review.

We ask that you provide workspace for DFS and a lead from your staff to assist in the review. It is not our intent to disrupt your operations. You may contact us to reschedule if, for any reason, the dates selected cannot be accommodated. Please use Ms. Priscilla Bailey-Brown as our primary point of contact at (850) 413-5592 or [priscilla.bailey-brown@fldfs.com](mailto:priscilla.bailey-brown@fldfs.com).

Thank you for your advanced preparation. We look forward to working with you and your staff.

Sincerely,



Burton S. Marshall

BSM:cc

## Appendix B

**Ray Norman, Clerk of Courts**

*Bradford County*

945 North Temple Avenue  
P.O. Drawer B Starke, FL 32091



904-966-6280  
Fax: 904-966-6256

May 6, 2008

Florida Dept. of Financial Services  
Burton S. Marshall, CPA  
Division of Accounting and Auditing  
Bureau of Local Government  
200 E. Gaines St.  
Tallahassee, FL 32399-3054

Dear Mr. Marshall:


I would like to thank you and your staff for the efficient and courteous way in which you handled this audit.

Following is the Bradford County Clerk of the Circuit Court response to the Findings and Recommendations in the Bradford County Clerk of Circuit Court Budget Review dated April 25, 2008.

**Comment:** Clerks are required to remit funds to DOR for deposit in the General Revenue Fund by the 20<sup>th</sup> of the following month, pursuant to Section 28.37(2) F.S. The Bradford County Clerk of Court frequently remitted payments past the deadline.

**Clerk Response:** The reports are being filed on time. We will set up a procedure for making payments by the 20<sup>th</sup> of the month.

Sincerely,

  
Ray Norman,  
Clerk of Circuit Court

RN/jf

cc: File