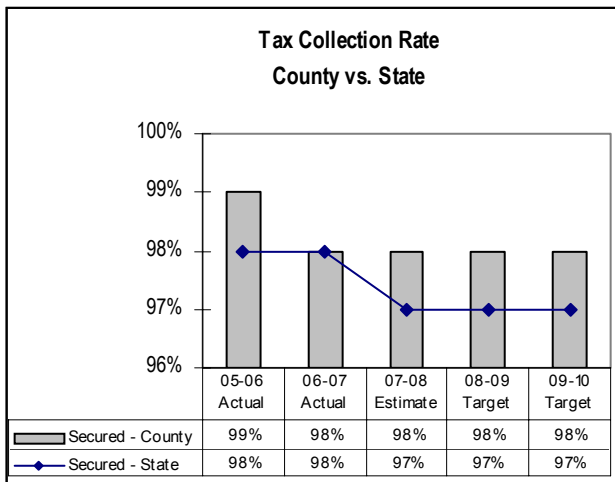
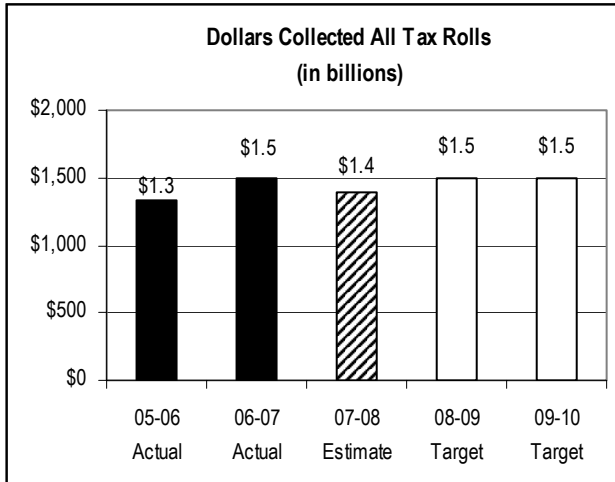


Tax Collector (1510P)

Program Locator

County
 Administration and Fiscal
 Treasurer-Tax Collector
 ▷ **Tax Collector**
 Treasurer
 Revenue Services

Headline Measures



Program Outcome Statement

The Tax Collector provides funding for taxing agencies through the efficient collection of property taxes.

Services and Accomplishments

The Tax Collector's Office contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing the following services: property tax billing and collection; public auctions for tax-defaulted

property; subdivision map/parcel map certifications; agreement sales for public entities segregation processes; penalty appeals; liaison for Proposition 58, 60 and 90 applicants; tax certification for eminent domain process; tax estimates for supplemental bills; balancing and apportionment reports to the Controller, mobile home estimates and clearances; payment history research for the IRS, tax service companies, attorneys and the Franchise tax board; process all County deposits, payment stub scan lines for County departments; processes Medical Center payments, County e-commerce liaison and assists County departments with process improvements.

The Tax Collector has increased the County's organization effectiveness by implementing a number of new programs and activities.

The following are major accomplishments in the current year:

- Installed a new IVR (Interactive Voice Response) system that allows payments on all four tax rolls
- Converted reports to electronic format (PDF) and made reports available to users on the website reducing paper usage and made reports available to users on the website
- Automated board changes for the Controller's ease in making Assessor and special district changes to the tax rolls ending manual input for most changes
- Added TOT (Transient Occupancy Tax) forms to the website for reporting ease of affected hotels
- Automated a tracking system for special district charges upload by the Controller including necessary letters and reports

Story Behind Performance

The Tax Collector's Office processes an average of 350,000 tax bills annually. The secured tax bills were printed and mailed by September 17, 2007. The total dollars collected was \$1.527 billion. The cost to process a tax bill was \$15.20. Responses to CARES surveys indicated that 100% of the customers rated overall satisfaction as good or better.

Combined efforts by the Controller, Assessor and Tax Collector in bi-weekly meetings resulted in the development of the Secured Tax Roll extension and apportionment system, which resides on the Tax Collector's IBM AS 400. This system replaced an outdated mainframe application. As a result, the tax roll that was extended on September 1, 2004 was the earliest ever. The tax roll for fiscal year 2007-08 was extended on August 31, 2007, which was one day earlier than the previous fiscal year. The first quarter reflects a secured tax collection amount of \$11,172,701. The new measure: "Number of days secured property tax bills are sent past August 15th goal date", began in fiscal year 2005-06. Last year's bills were printed by September 11, 2006 and this year all bills were printed and at the mailer by September 17, 2007. The Tax Collector and Assessor's offices continue to work on a solution to electronically submit forms received to the Assessor's system and have developed

a system for address changes. Currently, the Tax Collector and Controller are working on re-writing the supplemental tax and apportionment application. All three offices are working on automated board changes and have made significant progress towards this goal. This fiscal year saw the introduction of the most common changes automated.

The Tax Collector developed the scan line and in-house payment stub for the San Mateo Medical Center. Processing of the patient checks and stubs on the Tax Collector remittance processing machines produces a transaction file of payments that are posted to the Medical Center system and provides their accounting staff with a web-based secured access to patient check and stub images. This project helped the Medical Center realize \$10 million more dollars in the first year of operation.

The Tax Collector developed a browser-based internet application that incorporates all tax rolls. Payment options for these four rolls include credit cards and eCheck. This process has been further expanded to allow receipts for check payments at any desktop location within the Tax Collector's office. Notations are posted automatically to indicate that a payment is currently pending to cut down on duplicate payments.

Major challenges over the next two years will be:

- To research cost benefit analysis of implementing a Check 21 process and acquiring the software to accomplish this goal
- To manage dependency on the Assessor and Controller to provide accurate data for billing and collection purposes
- To minimize reliance on independent companies for system maintenance
- To manage an increased demand for services with limited resources
- To improve efficiency while abiding by the constraints of State laws that govern tax collection

Program Objectives

The Tax Collector will meet performance targets by doing the following:

Ensure Tax Bills are Mailed before September 10th Each Year

- Complete automated board changes with the Assessor and Controller
- Test and implement the Supplemental tax and apportionment application
- Continue to explore the option of converting checks into electronic transaction file or Automatic Clearing House (ACH) transmission

Decrease the Number of Tax Bills to 340,000

- Continue to refine the filter mechanism on the Secured tax roll name and address update process to ensure only change in ownership or mailing address generates a duplicate bill.
- Continue to improve the Secured tax roll extension process on the Tax Collector's AS/400 server by expanding the pilot

program for web-based input of special charges to include all districts when making yearly updates for the tax roll

Continue to Outperform the State in the Collection of Secured and Unsecured Taxes

Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Estimate	FY 2008-09 Target	FY 2009-10 Target
What/How Much We Do (Effort)					
Number of property tax bills issued	316,571	349,126	340,000	340,000	330,000
How Well We Do It (Quality / Efficiency)					
Number of days secured property tax bills are sent past August 15th goal date	22	27	20	20	20
Cost per bill ⁽¹⁾	\$15.75	\$15.20	\$15.50	\$15.50	\$15.50
Is Anyone Better Off? (Outcome / Effect)					
Dollars collected (all tax rolls)	\$1.4B	\$1.5B	\$1.4B	\$1.5B	\$1.5B
Collection rate:					
- Secured (County)	99%	98%	98%	98%	98%
- Unsecured (County)	98%	99%	97%	97%	97%
- Secured (Statewide Average)	98%	98%	97%	97%	97%
- Unsecured (Statewide Average)	94%	95%	96%	96%	96%

^[1] The cost per property tax bill is derived by dividing the annual number of bills by salaries and benefits and includes additional associated costs such as paper, printing, envelopes, postage, contract programmer maintenance and AS400 costs through ISD.

Tax Collector (1510P) Resource Allocation Summary

	Actual 2005-06	Actual 2006-07	Revised 2007-08	Recommended 2008-09	Change 2008-09	Recommended 2009-10
Salary Resolution	18.0	18.0	19.0	19.0		19.0
Funded FTE	18.0	18.0	18.3	19.0	0.7	19.0
Total Requirements	3,384,530	4,226,028	5,152,294	5,083,790	(68,504)	5,042,818
Total Sources	4,696,780	3,826,334	3,615,909	3,615,909		3,615,909
Net County Cost	(1,312,250)	399,693	1,536,385	1,467,881	(68,504)	1,426,909
NCC BREAKDOWN:						
A-87 Cost Plan			56,868	17,672	(39,196)	17,671
Mandated Services			1,479,517	1,450,209	(29,308)	1,409,238

Discretionary Net County Cost

This program has a Net County Cost (NCC) of \$1,467,881. Of this amount, 100% is Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; inclusion of management cash out and a decrease in Other Professional Services Contracts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(68,504)	0	0	(68,504)	0

2. TMS Image - Check 21 Project

One time funding from Reserves has been appropriated to cover costs associated with implementing Check 21, a project which will allow depositing to the financial institution through the transfer of check images as opposed to the physical check. Archiving the images will also be conducted. Research will first be performed to confirm this process will generate a savings in banking fees.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	167,156	0	(167,156)	0	0

3. IVR Development System

One time funding from Reserves has been appropriated to cover the costs associated with extending the Tax Collector's Interactive Voice Response System (IVR) to Revenue Services to provide a more efficient and user friendly phone system for all County debtors that includes general information, faster response time, bill information and payment options.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	19,328	0	(19,328)	(68,504)	0

TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	117,980	0	(186,484)	(68,504)	0

FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Recommended Budget:

4. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit and negotiated labor increases. One-time projects such as the Compass Document System, Check 21, and IVR Development will be completed in FY 2008-09. Project costs have been eliminated and more than offset increases in contract appropriation.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(40,972)	0	0	(40,972)	0