



ALAMEDA COUNTY
TREASURER – TAX COLLECTOR
FISCAL YEAR 2017-2018

Budget Work Session

Gregory O. Lawson
Assistant Treasurer
April 11, 2017

- Provide a secure and convenient countywide central banking facility to all County departments and all other depositing agencies, which include all school and community college districts and some special districts that use the county treasury as their depository.
- Provide countywide treasury management and administration of all county monies, including the investment of these funds in the Treasurer's Investment Pool.
- Provide billing and collecting services for real estate and personal property taxes.
- Provide business licensing services in the unincorporated areas of the County.
- Provide in-house administration of the County's 457(b) and 401(a) deferred compensation programs for eligible county employees.

Mandated Services

- Receive, account for, and safe keep the cash resources/revenues of the County and all depositing agencies.
- Bill and collect property taxes.
- Sell in a public auction 5-year tax-defaulted properties.
- Bill and collect business license taxes in unincorporated areas.

Non-Mandated Services

- Invest the Treasurer's cash pool.
- Administer the County's 457(b) and 401(a) deferred compensation plan programs.

- Develop and implement a comprehensive training and professional development program for employees at all levels. This program will enhance each employees' efficiency, effectiveness and morale. Also, this program will emphasize teambuilding throughout the department.
- Portfolio diversification: Research and analyze mutual funds and credits to add diversification to asset classes in the investment portfolio.
- Automate the process for mailing, handling, and collection of taxes on the Utility Tax Roll.
- Continue to develop new communication methods with various employee age groups regarding deferred compensation plan enrollments, and increase contributions and financial retirement literacy via focused presentations, social media, and web page postings.

- Expand the use of image-based lockbox payment processing services to include supplemental and unsecured property taxes.
- Continue to work with ITD for the modernization of the Unsecured Property Tax System (TCUPS). The Tax Collector, Assessor and Auditor with the help of ITD are working together to come up with an upgraded system for the Business Personal Property Taxes.
- Enhance the current property tax web portal to allow taxpayers to pay multiple tax bills and tax types using multiple payment sources (combination of credit cards and E- checks).

Accomplishments for FY 2016-2017

- Conducted **Customer Service workshops** in the Treasurer-Tax Collector's Office and received tremendous positive feedback from the taxpayers during the November 2016 and April 2017 tax seasons for the efficiency of the process and personal touch experienced while paying their taxes in person.



Accomplishments for FY 2016-2017

- Implemented the service observing feature of the **Interactive Voice Response** (IVR) system. This feature is primarily for training and coaching purposes for staff to improve their customer service skills and enhance the service provided to Alameda County taxpayers.
- Implemented the **ItemAge Express application**. This application significantly increased the efficiency and effectiveness of the tax payment process.

Accomplishments for FY 2016-2017

- Increased Assets Under Management (AUM) by nearly 10% in the Investment pool.
- Changed the distribution of monthly Investment reports and audit reports from paper to electronic delivery.



www.PrintableSigns.net

Accomplishments for FY 2016-2017

- Completed the Chapter 8 sale of 26 blighted properties. This is a part of the Treasurer- Tax Collector and City of Oakland's project to remove blighted properties and make them viable revenue generating properties once again. This project will assist in addressing the pressing affordable housing shortage issue as these properties will be revitalized into affordable housing units. This project generated about \$350,000 in property tax revenue.
- Filed the first In Rem order for relief from stay in the bankruptcy court. Some property owners repeatedly file bankruptcy to invoke the automatic stay and avoid paying their delinquent property taxes and avoid sale of their property in the Alameda County public auction. The delinquent property taxes were paid and we will be able to collect the annual property taxes on the property again.

Accomplishments for FY 2016-2017

- Negotiated a new two-year contract extension for the Deferred Compensation Program with Prudential at a 20% fee reduction.
- Continued participation in County and ACERA Health Fairs resulting in increased Deferred Compensation plan enrollments.



Accomplishments for FY 2016-2017

- Completion of a major office reconfiguration project. This project consisted of a total overhaul of one of our largest office spaces that had limited functionality. We salvaged obsolete / bulky machines and added new office furniture, carpet, paint and more efficient desktop equipment.



BEFORE



AFTER

Accomplishments for FY 2016-2017

- Established a Quarterly Portfolio Review Meeting with the ITD Department which netted a \$200,000 savings in our annual budget in the first year.
- Negotiated with Union Bank to eliminate requested costs on our Union Bank banking services contract which resulted to a \$100,000 reduction in bank charges.

Financial Summary

FY 2017-2018

TREASURER-TAX COLLECTOR	FY 2016-2017	FY 2017-2018	Change from 2016-2017 Budget	
	Approved Budget	MOE Funding Request	Amount	Percent
Appropriations	11,304,399	11,776,741	472,342	4.18%
Revenue	8,785,564	8,909,730	124,166	1.41%
Net	2,518,835	2,867,011	348,176	13.82%
FTE - Mgmt	19.33	19.33	0.00	0.00%
FTE - Non Mgmt	35.14	35.14	0.00	0.00%
Total FTE	54.47	54.47	0.00	0.00%

Major Components of Net County Cost Change

Component	NCC Change
Salary and Employee Benefits (1)	\$ 215,826
Discretionary Services and Supplies (2)	\$ (7,511)
Non-Discretionary Services and Supplies (3)	\$ 264,027
Revenue Accounts (increase) (4)	\$ 124,166
Total NCC Change	\$ 348,176

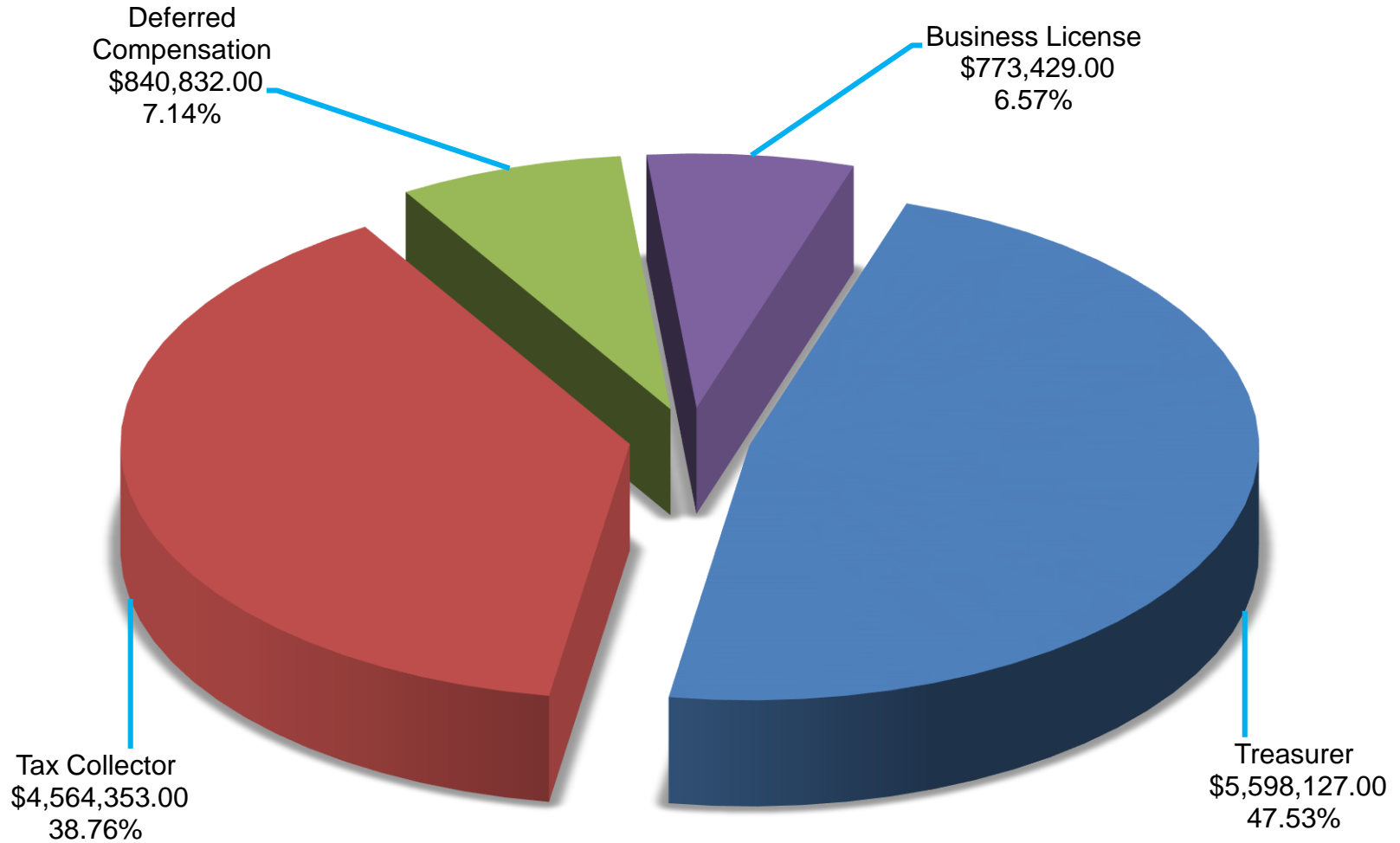
1. Increase in S&EB is due to the net effect of salary adjustments from salary step increases and cost of living adjustments.
2. Decrease in DS&S related to reduced Professional and Special Services costs.
3. Increase in Non-DS&S related to increased ITD costs.
4. Increase in revenues relates to the increase of Charges for Current Services.

Workload Measures

FY 2017 - 2018

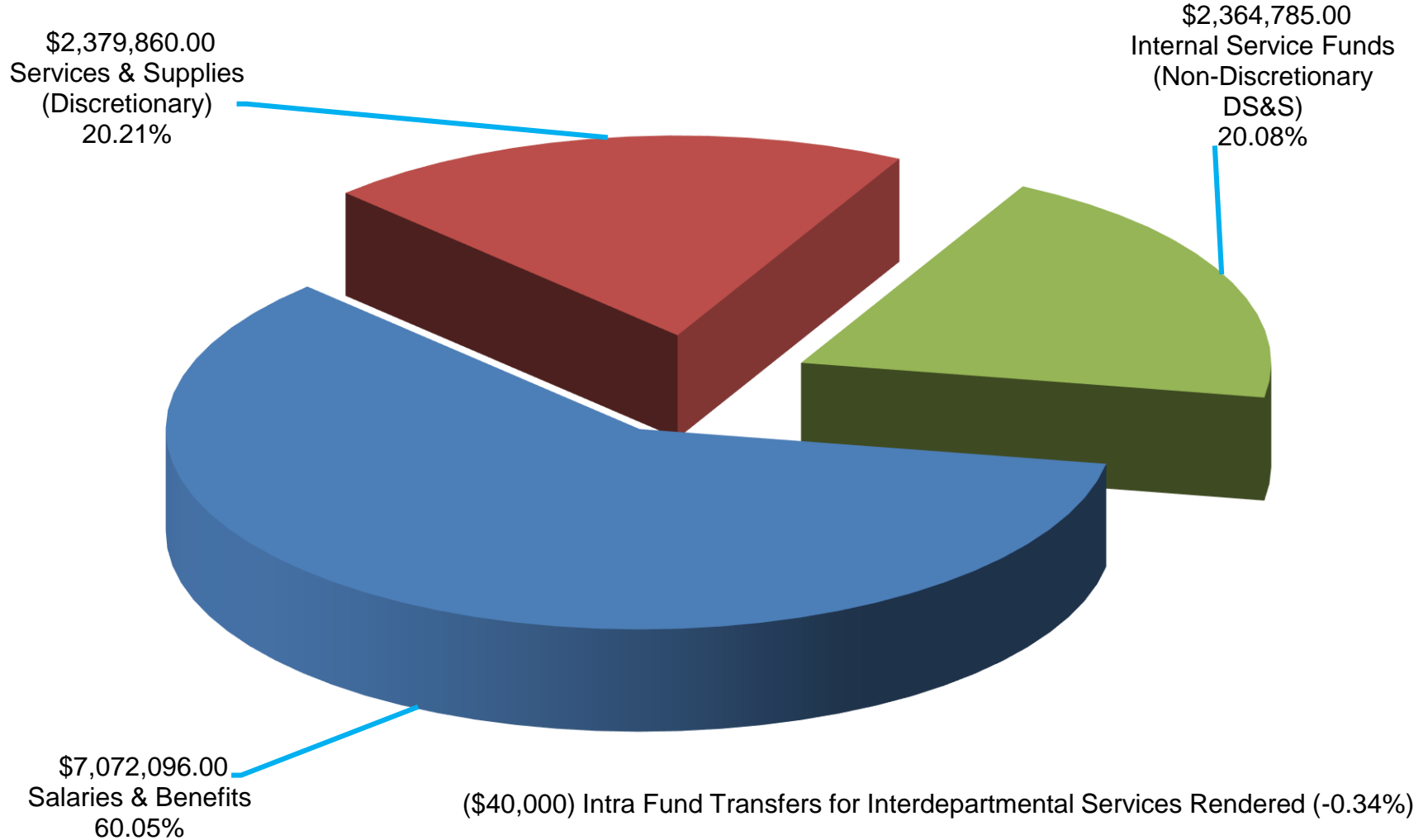
	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ESTIMATE	FY 2018 ESTIMATE
Regular Secured & Supplemental Tax Bills	471,148	470,412	472,000	472,000
Delinquent Secured & Supplemental Tax Bills	42,062	39,906	40,000	40,000
Tax Defaulted Properties for Auction	1,800	1,167	1,300	1,300
Regular Unsecured Tax Bills	55,234	55,148	55,000	55,000
Delinquent Unsecured tax Bills	15,882	15,760	16,000	16,000
Exception Payments - Special Processing	27,920	33,458	36,000	36,000
Telephone Assisted Calls	56,467	49,882	49,000	49,000
Business License Taxes	7,278	7,387	7,450	7,450
Deferred Compensation Plan Participants	6,200	6,500	6,800	6,850
Deferred Compensation Plan Assets (millions)	\$550	\$560	\$650	\$675
Invested Pooled Funds (billions)	\$3.7	\$4.7	\$3.9	\$4.2
Paper Checks Deposited/Processed	31,675	21,435	22,292	23,184
Image Checks Deposited/Processed	436,044	514,735	535,324	556,737
Lockbox deposits	376,225	372,985	392,880	404,666
# of Property Taxes paid by creditcard	24,120	26,511	26,835	27,640
# of Property Taxes paid by EFT	264,309	216,856	176,882	182,188
# of Property Tax Paid by Cash / Checks	291,760	275,216	288,118	296,762
Warrants Paid/Processed	505,400	434,427	400,538	400,538
# of Property Taxes paid by ACH	0	83,087	89,569	92,256

Appropriation by Departmental Function



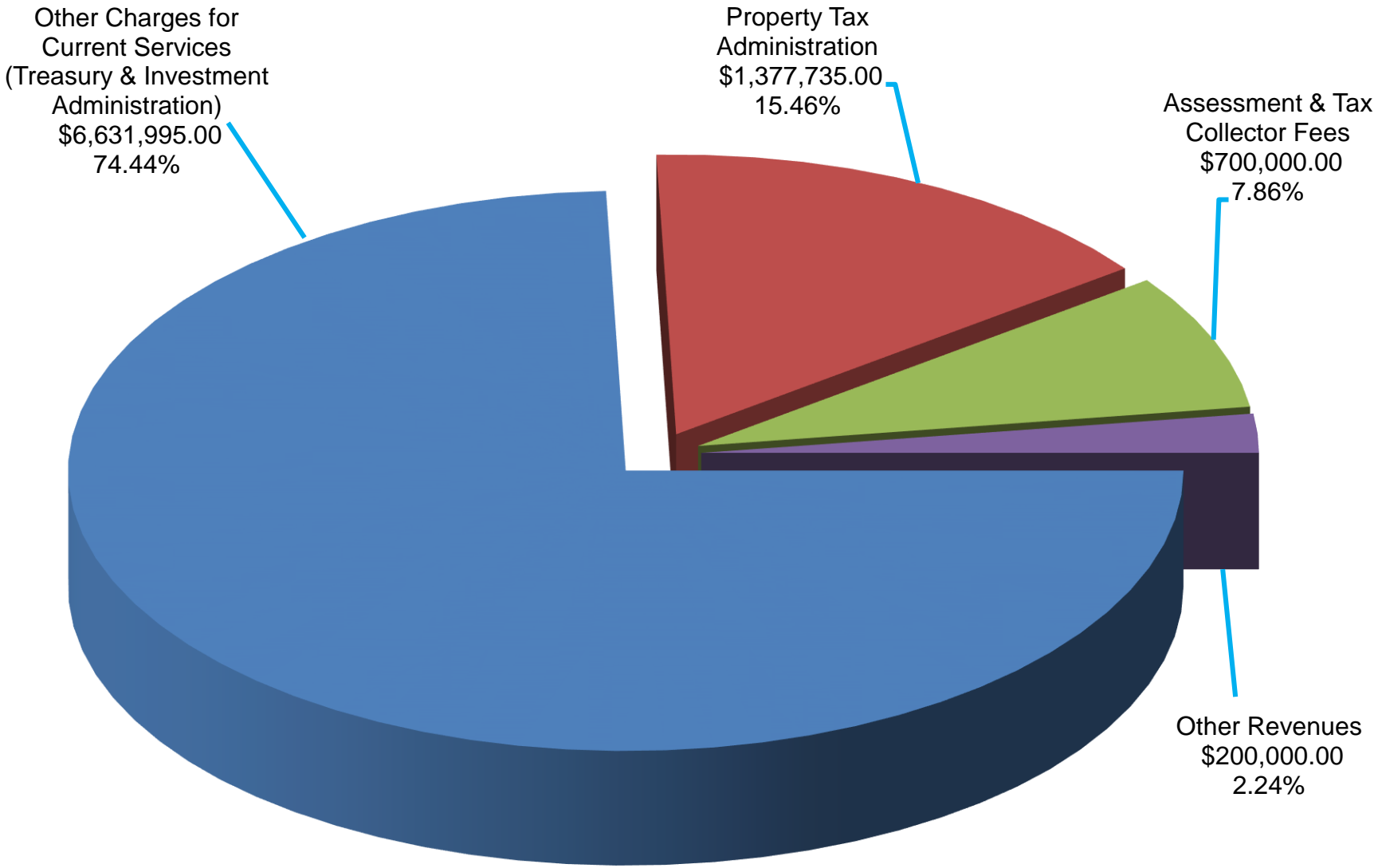
Total Appropriations: \$11,776,741 - 100%

Appropriation by Major Objects



Total Appropriations: \$11,776,741 - 100%

Total Revenue by Source



Total Revenue: \$8,909,730 - 100%

Questions?
