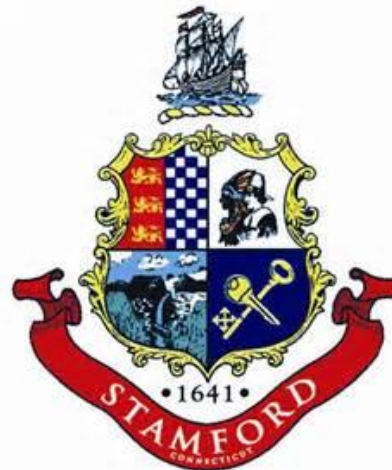


# City of Stamford Tax Office

## FY 2017-18 Budget Presentation





# Services Provided

(to citizens / to departments)

Program(s)	Services Provided (include Volume - if applicable)
Critical & Mandated Programs Services	<ul style="list-style-type: none"><li data-bbox="537 429 1765 619">❑ Bill and collect all tax revenue due to the City in accordance with Connecticut state statutes and local ordinances – <u>Revenue Services</u> (1022).<ul style="list-style-type: none"><li data-bbox="537 505 1765 539">• Tax Parcels Managed – 38,000 RE accts.; 4,800 PP accts.; 115,000 MV accts.</li><li data-bbox="537 546 1765 619">• Other Programs – sewer assessment &amp; connection, DSSD charges, CPACE, Delinquent and Personal Property Audit billing and collection</li></ul></li><li data-bbox="537 654 1765 805">❑ Provide direct service to the public/city departments &amp; keep status of tax parcels current at all times via adjustments and transfers – <u>Taxation Services</u> (1023).<ul style="list-style-type: none"><li data-bbox="537 733 1765 805">• Requests from Walk-ins, Phone, Mail/Fax for Account Adjustments, Address Changes, Sewer Billing, Duplicate Bills, Refund Support, Field Cards, etc.</li></ul></li><li data-bbox="537 839 1765 1033">❑ Perform financial reporting and audit-related reconciliation, ad-hoc analyses and maintain internal control policies &amp; procedures – <u>Tax Administration</u> (1024).<ul style="list-style-type: none"><li data-bbox="537 919 1765 1033">• Monthly Tax Collector’s Report, Tax Increment Financing Reporting, Court Stipulation and Refund Administration, Abatement Processing, Non-Profit Property Tax Exemption Program Administration</li></ul></li></ul>
Basic Services Quality of Life Programs	
Other Services	



# Other Department Resources

*Resources that supplement department staff  
(i.e.: consultants, outside firms, etc.)*

<i>Function</i>	<i>Title</i>	<i>Role – Responsibility</i>
Collection Agency for Delinquent Car Accounts	EOS-CCA	To collect delinquent car taxes that are overdue by 18 months or more from original due date
Online Payment Vendor	Official Payments Corporation	To provide online payment options such as e-checks and credit cards via phone and internet
Bill Printing and Mailing Vendor	D3 Logic	To print and mail current and delinquent bills throughout the fiscal year as needed
Assist in the collection of delinquent taxes	CT-DMV	Withhold vehicle registrations until all delinquent taxes are paid and receives release from municipality



# 2016-17 Highlights

## **What are the most significant accomplishments made & challenges faced by the department in the last FY?**

- **Improving service delivery**

- All of our staff in taxation services are cross-trained in areas of Assessment and Taxation to provide the most efficient service to the public by not requiring people to wait in two lines in order to be served.

- **Improving customer satisfaction (citizens and/or internal customers)**

- Taxation Services staff have attended CCM's training seminar on Customer Service within the past six months, at no cost to the city, to provide the public with better customer experience.

- **Actions taken to increase productivity and make department more efficient.**

- After the online payment option was implemented, we have seen a steady increase in the rate of adoption by the public. This is a win-win as not only are taxpayers given maximum flexibility to make payments around the clock from a remote location, this also eliminates one office visit for each payment made online and frees up time for staff to complete other critical tasks.

<b>Online Payment Activity</b>	<b>FY12-13 (Nov-June)</b>	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17 (thru 2/17)</b>
Internet (e-check, credit cards)	3,419	10,642	12,467	16,455	15,591
Phone (IVR)	157	341	384	541	489



# Department Challenges

## Key Program/Department Challenges (exclude staffing level impact)

- Include factors that drive program/department costs
  - bill printing and mailing service
  - postage rates
  - courier service
- Include factors that might impact productivity
  - increasing population due to spate of recent construction has resulted in greater numbers of residential units and cars requiring service; in short, more volume, longer processing time

## Budget Scenarios

- In the event of significant budget reductions describe the impact the reduction would have?

*-The Tax Office is legally bound to perform all duties associated with the Connecticut state statutes concerning tax billing and collection. As we cannot eliminate any of our mandated processes or procedures, we can only reduce public service in the event of significant budget reductions. In the case of City of Hartford, tax staff was reduced from 13 (FY15-16) to 10 (FY16-17). This resulted in the reduction of public office hours from 8:15-2:00 on four out of five weekdays of the week.*

- If additional funding could be realized how would department services be expanded or enriched?

*-The Tax Office has been looking into upgrading our phone bank software to reduce the amount of time it takes for the public to receive a return call from our office. In conjunction with Technology Management Services, we are exploring both in-house and off-the-shelf software applications as possible future solutions.*



# Performance Metrics

*Using data explain how well your department is performing (i.e. using baseline data, performance standards and or benchmark against other groups or cities).*

<b>FY 2016-17 Comparison of CT cities</b>	<i>Stamford</i>	<i>Hartford</i>	<i>Bridgeport</i>
Current Levy	\$501,496,654	\$244,734,896	\$304,061,726
Total Tax Parcels Under Management	157,800+	approx. 80,000	approx. 95,000
Total Full-time Equivalent (FTE) Headcount	13*	10	13
Adopted Budget	\$1,657,823	\$730,477	\$1,504,590
Hours of Operation	M-F 8:30 - 4:30	M, T, W 8:15-2:00 Thu 8:15-7:00 Fri 8:15-2:30	M-F 9:00 - 4:00
Number of Parcels Managed per FTE	12,138	8,000	7,300

*\* As our Taxation Services staff is cross-trained in both Assessment and Taxation, it negates the public from having to stand in two lines to resolve their service issue thus providing a seamless experience. Stamford is one of only two municipalities in the state that cross-trains its clerical staff in such a manner.*



# 2017-2018 Goals

## *What are your department goals and plans for 2017-18?*

- List Goals and Priorities for your department in 2017-18
  - To continue to maximize tax collections in compliance with all state and local statutes and ordinances;
  - To continually improve customer service for the public and other city departments;
  - To leverage enhancements provided by our new software to increase efficiency in tax account management and financial reporting.
  
- Describe in detail the plan to achieve them
  - Optimize collection efforts using available external and in-house resources to maximize current and delinquent tax revenue to the city;
  - Continue to send staff for periodic training on relevant skills such as customer service, internal controls, handling FOI requests (seminars provided free of charge by CCM to member cities);
  - Finalize training for staff and managers to implement new software enhancements.
  
- What are the obstacles to attaining your goals?
  - None anticipated
  
- How will you measure your success?
  - Maintain/increase tax collection rate
  - Receive fewer complaints from the public
  - Perform accurate transactions and financial reporting more efficiently (via process mapping)



# *Department Changes*

## *Major changes planned for the department*

- Include new or improved services (or processes) the department will provide to citizens or to other City departments or personnel
  - The updated software application now allows motor vehicle adjustments to be completed instantly in real time at the counter, without the need to process the adjustment manually at a later time;
  - Review and update department forms to better match requirements of new software to lessen confusion to the public;
  - Explore posting additional resources online to reduce call volume.
  
- Describe what management is doing to reduce department costs or eliminate services that are no longer critical
  - The Tax Office will continue to hold the line on expenses while managing an ever increasing number of tax parcels in Stamford in compliance with state statutes and local ordinances.