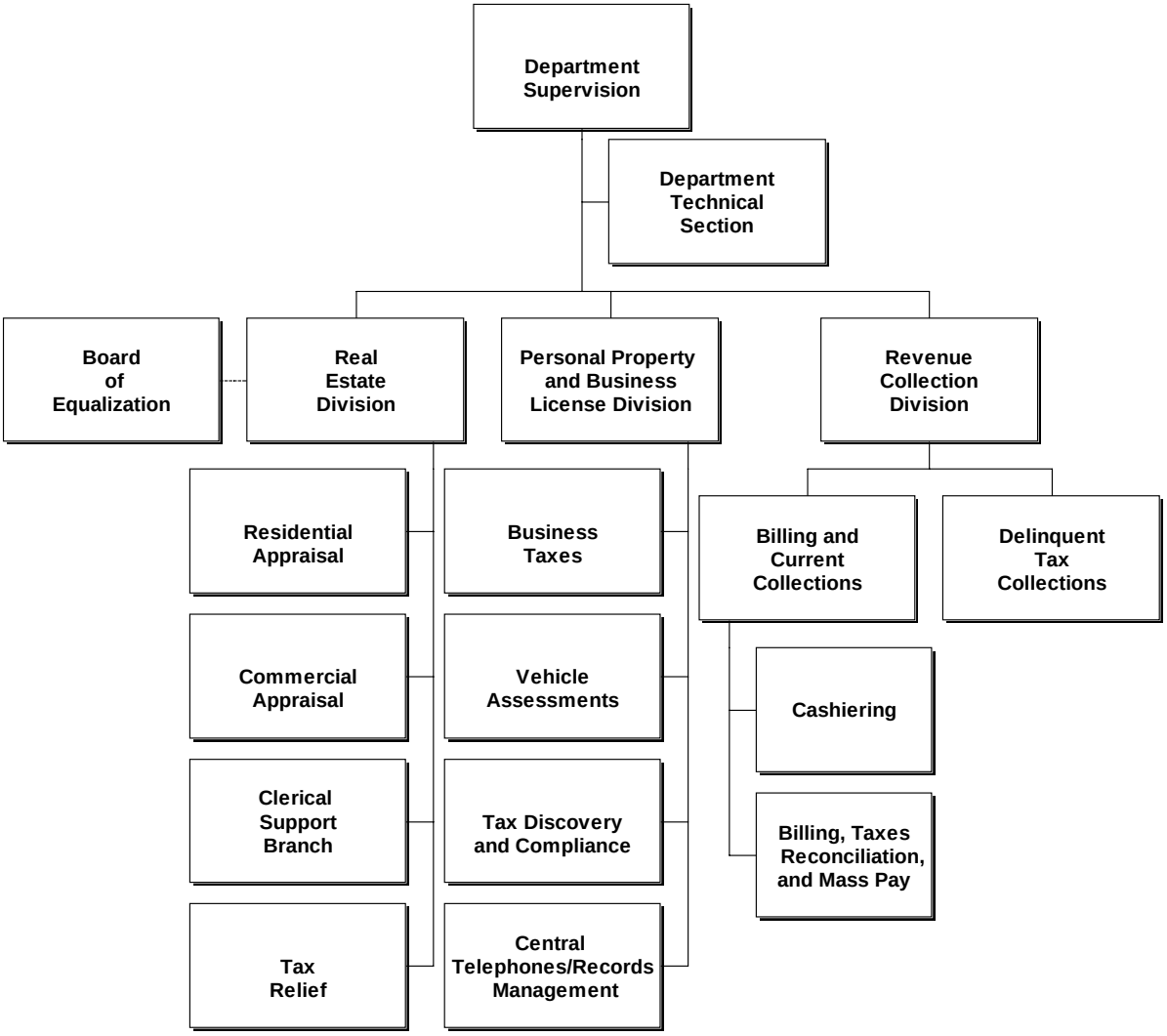
Department of Tax Administration



Department of Tax Administration

Mission

To uniformly and efficiently assess and collect County revenue, provide high quality customer service and promote an empowered, well-informed community.

Focus

The Department of Tax Administration (DTA) assesses and collects taxes fairly and in accordance with relevant County and state codes. The department is comprised of four main divisions: Department Supervision; Real Estate; Personal Property and Business Licenses; and Revenue Collection.

The Supervision Division oversees all DTA operations and takes the lead in the department's strategic planning and implementation process. As necessary, resources are reallocated across division boundaries to ensure that taxes are properly billed, collection rates remain strong and taxpayers receive responsive customer service. Increased automation and streamlining of operations have been implemented wherever possible to address the needs of our citizens with fewer staff and budgetary resources. In FY 2007, through the actions of the Board of Supervisors, the department was the first jurisdiction in the state of Virginia to eliminate both the local vehicle decal and associated fee. This new program will increase efficiencies and generate cost savings with respect to the purchase and mailing of vehicle decals. Under this new program, citizens will continue to be required to pay vehicle personal property taxes on time but the extra cost of purchasing decals and the laborious task of scraping and replacing them each year has been eliminated. More efficiency will prevail as this new program becomes the recognized standard way of doing business.

In FY 2007 and FY 2008, the division will continue to focus on efforts to increase secure access to pertinent tax information. Such efforts will include public access to the Personal Property and Accounts Receivable databases online. These initiatives will better empower citizens to conduct business in a 24/7 environment and enable DTA to continue to do more with less.

THINKING STRATEGICALLY

Strategic issues for the department include:

- Reliably forecast, assess and collect current and delinquent County revenue;
- Maintain high quality customer service;
- Maintain average assessment-to-sales ratio in the low 90s as of January 1 each year;
- Increase availability and acceptance of ways to conduct business in a 24/7 environment; and
- Maintain a highly skilled and knowledgeable workforce.

The Real Estate Division handles the assessment of all real estate taxes due to annual property value changes associated with appreciation/depreciation and value increases due to normal "growth" or construction. DTA appraisers handle residential and commercial properties, the real estate taxes for which account for nearly 60 percent of all General Fund revenue. Like the rest of Northern Virginia, Fairfax County has experienced strong market appreciation for residential properties over the past few years. Robust value increases, along with numerous property sales, translate into significant workload. Refinancing, remodeling and construction work also present a significant challenge to staff in that a visit to the property is often necessary to ensure accurate property descriptions and assessment. What will also prove challenging is the market change predicted for FY 2007 and FY 2008. It is anticipated that the double digit appreciation of properties as seen over the past several years will flatten and grow at a more moderate pace. When the market shifts in such dramatic ways, it is of utmost importance that the County has the best and most up-to-date information to base real estate assessments. This division began a long-term project in FY 2006 which will continue in FY 2007 and FY 2008, to enhance data accuracy of property characteristics. This project involves physically visiting and reviewing all residential properties in the County using exempt limited term data collectors to supplement existing appraisal staff. Data accuracy is paramount to fair and equitable property assessment and taxation. This division completed a major computer replacement project in recent years, working with a private vendor to replace the County's 1970s-era mainframe assessment system. Further enhancements are planned during FY 2007 and FY 2008 to increase secure access to tax information and to provide staff additional data resources to address the ever-changing real estate market. Real estate payment information may be available online using the new system.

In FY 2006, the Board of Supervisors expanded the Real Estate Tax Relief Program for the Elderly and Disabled. Staff has intensified its efforts to educate eligible citizens about the program through public outreach initiatives such as sending staff to speak at community meetings throughout the County. As a result, additional applicants are expected to file for Real Estate Tax Relief in FY 2007 and FY 2008. Staff will work to accommodate all additional requests for information and process all applications without an increase to the level of permanent staffing and will continue to absorb all additional work and costs associated with the expansion of the program parameters.

The Personal Property and Business License Division assesses all vehicle and business personal property taxes and administers the Business, Professional and Occupational License (BPOL) tax. Workload in this division is driven predominantly by continued population increases over the past decade, as well as the condition of the automobile sales market. The transient nature of Northern Virginia also impacts workload, as all vehicle changes (i.e., moves, sales, purchases) must be recorded to ensure an accurate vehicle tax file. Greater use of Department of Motor Vehicles (DMV) record matching provides some help in quality control over the vehicle tax file. Quality control efforts concerning the vehicle database will continue to be a high priority in FY 2007 and FY 2008, along with efforts required by state law under the Personal Property Tax Relief Act (PPTRA), commonly referred to as the state "Car Tax" legislation. The Personal Property and Business License Division will enhance efforts to ensure all vehicles are properly registered with the County. This includes an aggressive effort to research and identify potential tax evaders with out of state license plates.

While much of the valuation process is automated, and records are matched to the Virginia DMV, this division still has an enormous volume of customer contacts. The division also staffs DTA's main telephone call center, which receives approximately 500,000 phone calls a year. It should also be noted that calls coming into the call center cross internal division boundaries. Overlap in customer service also extends to a certain amount of taxpayer correspondence, although DTA has been promoting an increasing shift to e-mail contact, which is handled more proportionately by each appropriate division.

E-commerce transactions increased 5 percent from FY 2005 to FY 2006 and with continued outreach efforts; such transactions are projected to increase at this 5 percent rate in FY 2007 and FY 2008. In FY 2006, approximately 350,000 e-commerce transactions were processed; this number is estimated to be nearly 400,000 by FY 2008. The volume of business tax workload remains constant, except that the complexity of tax administration has increased in the last few years due to various court cases, state tax department rulings and economic conditions.

The Revenue Collection Division is responsible for all billing, collection and account reconciliation activities. Staff is split between current year cashiering, deposit operations, and delinquent tax collection, and handles well over 1.5 million billing transactions per year. The workload in this division is also influenced significantly by population and economic conditions. Staff works to ensure that current year collection rates are maintained, as this provides necessary revenue and helps minimize the amount of unpaid receivables accumulated over time. Each year, outstanding receivables are collected as delinquent revenue. Collection work is a function of data accuracy (i.e., finding and contacting the property owner), as well as the economy. As the economy falters, collecting can become more difficult. For example, when bankruptcies occur, this makes collection work harder and impacts collection rates. Conversely, a strong real estate market, coupled with low interest rates, typically stimulates a wave of mortgage refinancing, helping to boost real estate collections, which has been the scenario over the past few years. Along with other collection tools, some delinquent accounts are outsourced to private collection agents. Assistance is also provided by the County Attorney's Office and the Office of the Sheriff. The Fairfax County Police Department also tows vehicles with outstanding parking tickets.

Additionally, the Revenue Collection Division staffs the full service counters at the Government Center and forwards the relevant paperwork to the appropriate division for processing. When customer traffic at the Government Center is extremely heavy, employees are redeployed to front-line cashiering service, irrespective of division, in an effort to provide responsive customer service. Similar efforts are made to staff DTA telephones. Efforts to reduce walk-in traffic include the promotion of online registration of new vehicles and the elimination of vehicle decals. This division has also enhanced customer service and increased cash accountability through implementation of a new cashiering system which was fully integrated with the new real estate computer system in FY 2006. In FY 2006, the division began developing an automated real estate delinquent collection tracking system to be implemented in FY 2007. This new system will track delinquencies and allow timely follow-up, improving the collection rate. Additionally, a software enhancement in FY 2007 to improve the posting of parking ticket collection efforts will help streamline the process and provide real-time account information. This division will face additional challenges in FY 2008 as a result of changes in the state Car Tax program. Typically, personally owned and used vehicles are eligible for the state Car Tax subsidy, and as the delinquent 'personal use' taxes are collected, the state would reimburse the County the associated Car Tax amount. However, due to state budget changes made over the last two years, the state Car Tax funding for delinquent tax years 2005 and prior expired as of September 1, 2006. As of September 1, 2006, delinquent taxpayers that still owed their local share of Personal Property Taxes became liable not only for their local share, but also became liable for 100 percent of the amount previously reimbursed by the state. This change only pertains to delinquent tax years 2005 and prior. It does not affect future Car Tax reimbursements that will continue to be paid by the state for tax year 2006 and beyond. This change expands the need for clear communication with the taxpayer, as well as, increases the amount of delinquent taxes to collect.

New Initiatives and Recent Accomplishments in Support of the Fairfax County Vision

Connecting People and Places	Recent Success	FY 2008 Initiative
Continue to provide citizens convenient access to information by providing real estate sales data and assessment information online.	☑	☑
Continue to provide the public access to the Personal Property and Accounts Receivable databases online via Govolution, and permit vehicle owners to adjust their accounts, such as change in address or vehicle ownership online, thereby saving staff time and increasing the accuracy of the information in the vehicle tax file.	☑	☑
Review feasibility of posting real estate tax payment history online to empower the public with greater access to direct information.		☑
Review feasibility of using Department of Motor Vehicles (DMV) filing records in lieu of the individual personal property form for initial vehicle filing. DTA would accept DMV filings as the taxpayer's filings rather than using this information to create a shell record and subsequent letter requiring the taxpayer to file additional paperwork within 60 days. This will be more convenient for taxpayers and will potentially help expedite the decal process, as well as reduce the number of phone calls, e-mails and waiver requests for late filings received by staff. Exploratory review was put on hold pending other major changes, such as the decal elimination.		☑
Increase taxpayer knowledge of the Tax Relief program through increased outreach efforts to the senior and disabled populations. Conduct an informational survey which may enhance marketing efforts.		☑

Department of Tax Administration

Exercising Corporate Stewardship	Recent Success	FY 2008 Initiative
Implement an automated delinquent collection tracking system to track real estate delinquencies and support timely follow-up.		☑
Continue the Mass Leasing Program, which enables computerized matching of leased vehicle personal property tax payments to mass billing lists submitted to leasing companies. This reduces staff time and improves data accuracy.	☑	☑
Implement the integration of software programs to allow real-time posting of parking ticket payments at the Government Center Customer Service Counter.		☑
Through the actions of the Board of Supervisors, eliminated the requirement for vehicle decals and associated fee while continuing to maintain high compliance rates for vehicle registrations and personal property tax payments.	☑	☑
Continue to implement the assessment neighborhood walk program to provide greater consistency in verifying physical characteristics through property site visits. This effort will validate the accuracy of real estate property records and help assure fair and equitable real estate assessments.	☑	☑
Implementation of new state code requirements pertaining to the licensing of dogs in the County. These new requirements will entail the combined efforts of the veterinary community, the Department of Information Technology and DTA to develop a program which informs residents of the changes, while continuing to register dogs and collect the associated licensing fees. It is anticipated that code changes will foster more licensing compliance among dog owners.		☑

Budget and Staff Resources

Agency Summary				
Category	FY 2006 Actual	FY 2007 Adopted Budget Plan	FY 2007 Revised Budget Plan	FY 2008 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	310/ 310	310/ 310	310/ 310	310/ 310
Expenditures:				
Personnel Services	$15,727,087	$17,158,273	$17,158,273	$17,511,918
Operating Expenses	6,131,473	6,041,915	6,829,795	6,058,285
Total Expenditures	**$21,858,560**	**$23,200,188**	**$23,988,068**	**$23,570,203**
Income:				
Land Use Assessment Application Fees	$922	$600	$600	$600
Administrative Collection Fees for Delinquent Taxes	572,199	1,024,937	570,361	570,361
State Shared DTA Expenses	2,056,017	2,052,840	2,107,418	2,149,566
State Shared Retirement - DTA	63,604	63,502	65,195	66,498
Total Income	**$2,692,742**	**$3,141,879**	**$2,743,574**	**$2,787,025**
Net Cost to the County	**$19,165,818**	**$20,058,309**	**$21,244,494**	**$20,783,178**

FY 2008 Funding Adjustments

The following funding adjustments from the FY 2007 Revised Budget Plan are necessary to support the FY 2008 program:

- **Employee Compensation** **$760,224**
  An increase of $760,224 in Personnel Services associated with salary adjustments necessary to support the County's compensation program.

- **Personnel Services Reduction** **($406,579)**
  A decrease of $406,579 in Personnel Services as part of an across-the-board reduction to meet budget limitations based on available revenues as a result of a flattening residential real estate market.

- **PC Replacement Program** **$14,500**
  A net increase of $14,500 in the PC Replacement Program based on the number of PCs scheduled to be replaced in FY 2008, according to the four-year replacement cycle.

- **Intergovernmental Charges** **$1,870**
  An increase of $1,870 for Department of Vehicle Services charges is based on anticipated charges for fuel, vehicle replacement and maintenance costs.

- **Carryover Adjustments** **($787,880)**
  A decrease of $787,880 in Operating Expenses is due to the carryover of one-time expenses as part of the *FY 2006 Carryover Review*.

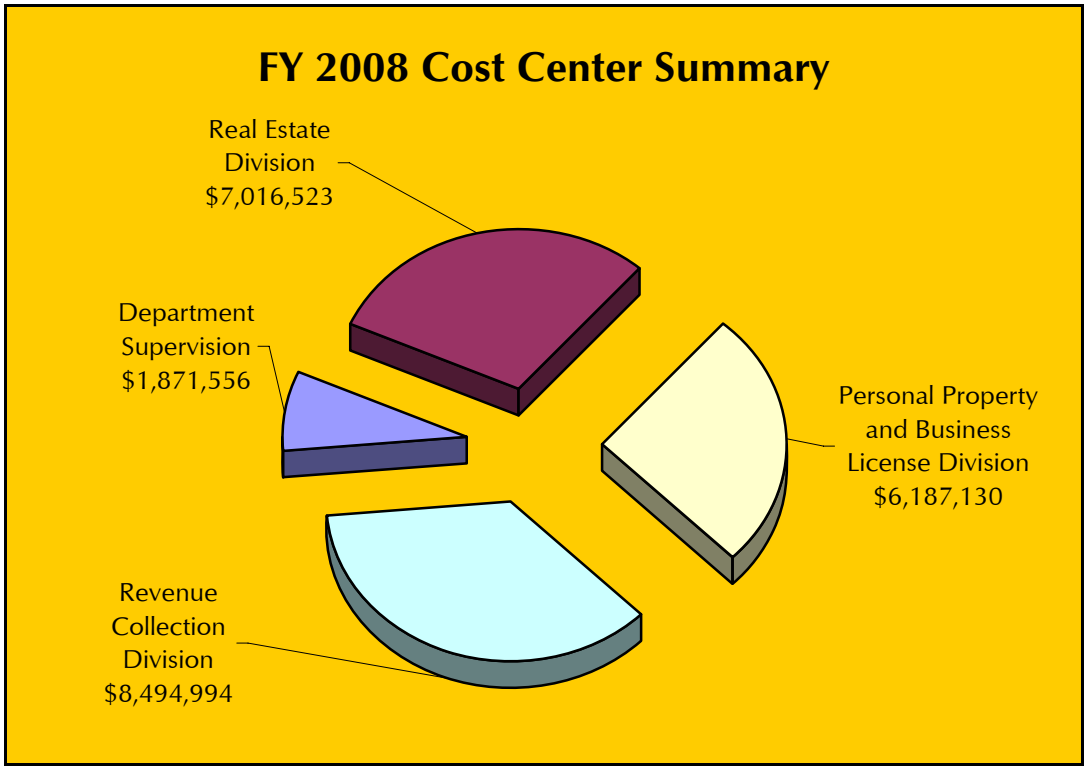
Changes to FY 2007 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2007 Revised Budget Plan since passage of the FY 2007 Adopted Budget Plan. Included are all adjustments made as part of the FY 2006 Carryover Review and all other approved changes through December 31, 2006:

- **Carryover Adjustments** **$787,880**
  As part of the *FY 2006 Carryover Review*, the Board of Supervisors approved encumbered funding of $787,880 in Operating Expenses.

Cost Centers

The Department of Tax Administration is comprised of four costs centers: Department Supervision, Real Estate, Personal Property and Business License, and Revenue Collection. These four cost centers work together to fulfill the mission of the department and carry out its key initiatives for the fiscal year. The Personal Property Division includes the department's main call center that provides customer service support across divisional boundaries.



Department Supervision

Funding Summary				
Category	FY 2006 Actual	FY 2007 Adopted Budget Plan	FY 2007 Revised Budget Plan	FY 2008 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	11/ 11	11/ 11	11/ 11	11/ 11
Total Expenditures	**$2,000,981**	**$1,837,400**	**$2,436,746**	**$1,871,556**

Position Summary				
1	Director of Tax Administration		**Department Technical Section**	2 IT Technicians II
1	Administrative Assistant IV	2	Management Analysts IV	1 Administrative Assistant IV
		3	Programmer Analysts III	1 Administrative Assistant III
TOTAL POSITIONS				
11 Positions / 11.0 Staff Years				

Key Performance Measures

Goal

To administer, supervise and adjudicate the assessment, levy, and collection of all taxes that are charged to citizens and businesses of Fairfax County in order to ensure full compliance with the Virginia Constitution, state and County codes and to provide for the funding of the public need as established through the annual budget process.

Objectives

- To enhance taxpayer convenience by supporting an increase of at least 5 percent per year in 24/7 e-commerce transactions.
- To accurately forecast current real estate, personal property, and Business, Professional and Occupational License taxes to achieve a variance of 0.5 percent or less between estimated and actual revenues.
- To provide high quality customer service as measured by an average maximum wait time approaching 2:20 minutes or less on the phone and at least a 3.5 point satisfaction rating (on a 4-point scale) by DTA customers.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate/Actual	FY 2007	FY 2008
Output:					
24/7 e-commerce transactions	255,533	334,579	384,766 / 350,017	367,518	385,894
Real Estate, Personal Property, and BPOL Tax Revenues (in billions)	$2.053	$2.198	$2.363 / $2.379	$2.510	$2.596
Phone calls received	548,015	551,815	556,000 / 483,666	500,000	500,000
Efficiency:					
Cost per $1,000 collected	$9.70	$9.89	$9.76 / $9.19	$9.56	$9.08
Cost per phone call	$2.27	$2.24	$2.24 / $2.56	$2.33	$2.41
Service Quality:					
Average maximum wait time on phone in minutes and seconds	3.21	2.02	2.00 / 2.59	2.30	2.20
Average rating of DTA services by customers	3.5	3.5	3.5 / 3.5	3.5	3.5
Outcome:					
Percent change in 24/7 e-commerce transactions	55.1%	30.9%	15.0% / 4.6%	5.0%	5.0%
Percent variance between estimated and actual revenues	0.4%	0.3%	0.3% / 0.1%	0.4%	0.5%
Percentage of phone calls answered	83.0%	84.0%	85.0% / 81.5%	84.0%	84.0%

Performance Measurement Results

In accordance with DTA's strategic plan to promote taxpayer empowerment and more convenient access to information, performance measures have been developed to assess e-commerce efforts. The tremendous growth in the use of technology has resulted in significant increases in e-commerce transactions. Growth in 24/7 e-commerce transactions for FY 2006 was 4.6 percent. A 5.0 percent increase is projected for both FY 2007 and FY 2008. The 24/7 e-commerce transactions include emails to DTA, online vehicle registrations, automated tax evader tips, e-check payments, and online credit card payments.

DTA continues to provide County management with timely and sound data with which to forecast County revenues. As a result, the FY 2006 variance between estimated and actual revenues for Real Estate, Personal Property and Business, Professional and Occupational License Taxes was only 0.1 percent, lower than the target ceiling of 0.3 percent. Staff will continue to monitor these revenue categories closely and provide accurate estimates.

To better assess customer service, new data on telephone calls have been added to DTA's performance measures. It is estimated that call volume will remain high and even increase in FY 2007 and into FY 2008 associated with the County's elimination of the vehicle decal requirement. Although community education efforts are extensive, many citizens will have questions and will call for clarification and reassurance. The department's average wait in FY 2006 was 2:59 minutes. The objective is to answer the telephones in as timely a manner as possible, with an average maximum wait time of 2:30 minutes in FY 2007 and 2:20 minutes in FY 2008, toward an ultimate goal of a wait time approaching 2:00 minutes.

Real Estate Division

Funding Summary

Category	FY 2006 Actual	FY 2007 Adopted Budget Plan	FY 2007 Revised Budget Plan	FY 2008 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	99/ 99	99/ 99	99/ 99	99/ 99
Total Expenditures	**$6,435,814**	**$6,880,033**	**$7,040,582**	**$7,016,523**

Position Summary

1	Director of Real Estate		**Residential Appraisal**		**Clerical Support Branch**
3	Assistant Directors	8	Supervising Appraisers	1	Real Estate Records Mgr.
1	Management Analyst III	15	Senior Appraisers	2	Administrative Assistants V
1	Administrative Assistant III	25	Appraisers	3	Administrative Assistants IV
1	Administrative Assistant II			16	Administrative Assistants III
			Commercial Appraisal	1	Administrative Assistant I
	Board of Real Estate	4	Supervising Appraisers		
	Assessments Equalization	14	Senior Appraisers		**Tax Relief**
1	Administrative Assistant III			1	Management Analyst II
				1	Business Tax Specialist II

TOTAL POSITIONS
99 Positions / 99.0 Staff Years

Key Performance Measures

Goal

To assess and update all real property in the County in a fair and equitable manner to ensure that each taxpayer bears his or her fair share of the real property tax burden.

Objectives

- To assess property at fair market value as measured by an average assessment-to-sales ratio in the low 90s.
- To equitably assess properties by maintaining a maximum coefficient of dispersion of 7.5 with a target coefficient of dispersion of 6.0.

Indicator	Prior Year Actuals FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate/Actual	Current Estimate FY 2007	Future Estimate FY 2008
Output:					
Parcels assessed	341,651	345,338	350,000 / 349,995	354,000	359,000
Efficiency:					
Cost per parcel assessed	$21.16	$21.84	$22.59 / $22.78	$22.98	$23.29
Parcels per appraiser	6,446	6,516	6,604 / 6,604	6,679	6,774
Service Quality:					
Assessment/Sales ratio	92.0%	91.2%	92.7% / 92.7%	92.0%	92.0%
Outcome:					
Coefficient of Dispersion	5.9	6.0	7.5 / 7.5	5.9	6.0

Performance Measurement Results

FY 2006 data indicate an assessment-to-sales ratio of 92.7 percent. This is well within the target of the low 90 percent range and reflects the department's assessment of real estate at fair market value. Further evidence of DTA's fair and equitable assessment practices is found in the low coefficient of dispersion of 7.5 in FY 2006. A low coefficient indicates that similar properties are assessed similarly and, hence, equitably. A coefficient of 15 is considered good, while a value in the five to 14 range indicates excellent uniformity.

Personal Property and Business License Division

Funding Summary

Category	FY 2006 Actual	FY 2007 Adopted Budget Plan	FY 2007 Revised Budget Plan	FY 2008 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	115/ 115	115/ 115	115/ 115	115/ 115
Total Expenditures	**$5,316,463**	**$6,069,472**	**$6,069,472**	**$6,187,130**

Position Summary

1 Director
1 Assistant Director
1 Management Analyst III
1 Administrative Assistant III
1 Administrative Assistant II

Vehicle Assessments
1 Management Analyst II
2 Administrative Assistants IV
5 Administrative Assistants III
10 Administrative Assistants II

Tax Discovery and Compliance
1 Management Analyst III
3 Management Analysts II
6 Auditors III
11 Business Tax Specialists II
1 Administrative Assistant IV
8 Administrative Assistants III

Central Telephones and Records Management
1 Management Analyst II
4 Administrative Assistants IV
32 Administrative Assistants III
7 Administrative Assistants I

Business Taxes
1 Accountant II
15 Administrative Assistants III
2 Administrative Assistants V

TOTAL POSITIONS
115 Positions / 115.0 Staff Years

Key Performance Measures

Goal

To establish and maintain an equitable and uniform basis for assessing County ad valorem taxes on personal property; and to administer County licenses, state income tax, and all other state and County programs assigned to the division in accordance with mandated statutes.

Objectives

- To maintain the cost per Personal Property and BPOL dollar levied at or below $0.01 with no degradation in accuracy as measured by exonerated assessments as a percent of total assessments.

- To achieve the highest degree of accuracy in personal property and business license assessment such that exonerations do not exceed 4.0 percent of annual levy.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate/Actual	FY 2007	FY 2008
Output:					
Total tax levy for Personal Property and BPOL	$577,728,485	$579,468,584	$614,156,167 / $622,573,013	$649,224,646	$657,968,673
Value of Personal Property and BPOL tax bills adjusted	$31,147,049	$23,843,045	$25,224,514 / $26,271,704	$26,435,054	$26,139,187
Efficiency:					
Cost per tax dollar levied	$0.01	$0.01	$0.01 / $0.01	$0.01	$0.01
Outcome:					
Exonerations as a percent of total assessments	5.4%	4.1%	4.0% / 4.2%	4.1%	4.0%

Performance Measurement Results

In FY 2006, the cost per dollar of personal property and BPOL levy was $0.01, consistent with the target. For FY 2006, exonerations were 4.2 percent of the total tax levy. Exonerations occur after a record has been assessed and levied. Although some level of records will always change after the fact due to prorating, the objective is to bill records correctly the first time and minimize subsequent adjustments. Exonerations of no more than 5 percent indicate excellent billing practices. For FY 2007 and FY 2008, exonerations are projected to be at or below the 4.1 percent benchmark.

Revenue Collection Division

Funding Summary				
Category	FY 2006 Actual	FY 2007 Adopted Budget Plan	FY 2007 Revised Budget Plan	FY 2008 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	85/ 85	85/ 85	85/ 85	85/ 85
Total Expenditures	**$8,105,302**	**$8,413,283**	**$8,441,268**	**$8,494,994**

Position Summary

1	Director	20	Administrative Assistants III		**Billing, Taxes Reconciliation, and Mass Pay**
1	Management Analyst IV	1	Administrative Assistant I	1	Accountant II
1	Administrative Assistant III			1	Management Analyst III
1	IT Technician II		**Cashiering**	2	Management Analysts II
		1	Accountant III	5	Administrative Assistants V
	Delinquent Tax Collections	1	Accountant II	14	Administrative Assistants III
1	Management Analyst III	4	Administrative Assistants IV	2	Administrative Assistants II
1	Management Analyst II	16	Administrative Assistants III		
4	Administrative Assistants V				
7	Administrative Assistants IV				

TOTAL POSITIONS
85 Positions / 85.0 Staff Years

Key Performance Measures

Goal

To bill and collect taxes while providing quality customer service, in order to maximize General Fund revenue with accountability and minimize the overall tax burden by maintaining low delinquency rates.

Objectives

- To maintain a minimum collection rate of 99.61 percent in real estate tax collections toward a target collection rate of 99.65 percent for current year real estate taxes; 97.40 percent for current year personal property taxes; and 98.31 percent for Business, Professional, and Occupational License (BPOL) taxes.

- To maintain at least 42 percent collection of accounts receivable (i.e., unpaid taxes from prior years), while maintaining a cost per delinquent dollar collected of no more than $0.10.

Indicator	Prior Year Actuals FY 2004 Actual	FY 2005 Actual	FY 2006 Estimate/Actual	Current Estimate FY 2007	Future Estimate FY 2008
Output:					
Current year taxes collected: Real Estate (in millions)	$1,493.0	$1,628.3	$1,763.9 / $1,772.1	$1,880.2	$1,956.3
Current year taxes collected: Personal Property (in millions)	$459.0	$454.4	$478.5 / $481.7	$498.5	$501.3
Current year taxes collected: BPOL (in millions)	$102.0	$115.1	$120.9 / $125.2	$131.6	$138.0
Delinquent taxes collected: Real Estate	$7,725,129	$9,625,912	$6,879,238 / $11,715,456	$11,715,456	$11,715,456
Delinquent taxes collected: Personal Property	$14,429,174	$19,538,777	$15,192,218 / $15,808,127	$12,203,876	$12,203,876
Delinquent taxes collected: BPOL	$2,774,462	$287,799	$1,000,000 / $2,009,588	$2,009,588	$2,009,588
Efficiency:					
Cost per current dollar collected	$0.003	$0.004	$0.004 / $0.004	$0.004	$0.004
Cost per delinquent dollar collected	$0.09	$0.08	$0.10 / $0.10	$0.10	$0.10
Service Quality:					
Percent of bills deliverable	96.4%	97.0%	97.0% / 97.0%	97.0%	97.0%
Outcome:					
Percent of current year taxes collected: Real Estate	99.61%	99.62%	99.61% / 99.62%	99.61%	99.61%
Percent of current year taxes collected: Personal Property	96.87%	97.86%	97.30% / 98.11%	97.40%	97.40%
Percent of current year taxes collected: BPOL	98.75%	98.64%	98.60% / 98.27%	98.31%	98.31%
Percent of accounts receivable collected	31%	39%	42% / 41%	42%	42%

Performance Measurement Results

Collection rates remain especially strong in all tax categories, as well as the collection of unpaid parking tickets. The collection rate for real estate taxes was 99.62 percent in FY 2006, reflecting not only the work of this division, but also the surge in property refinancing due to continued low mortgage interest rates. The collection rate for personal property of 98.11 percent in FY 2006 was greater than the target of 97.30 percent. Personal Property Tax collections include taxes assessed locally by DTA, as well as, Public Service Corporation (PSC) taxes assessed by the state, but billed and collected by DTA. A collection rate of 98.27 percent was achieved for business, professional and occupational license taxes in FY 2006. Strong collections are anticipated to continue in FY 2007 and FY 2008.

The cost per delinquent dollar collected was $0.10 in FY 2006. The same collection cost is anticipated for FY 2007 and FY 2008. Typically, as overall collection rates increase the delinquent accounts that do exist are smaller in dollar value and typically more difficult to collect.