



Bill Postmus
Assessor

Mission Statement

The Assessor's Office performs the state mandated function to:

- a. Locate, describe, and identify ownership of all property within the county.
- b. Establish a taxable value for all property subject to taxation.
- c. List all taxable value on the assessment roll.
- d. Apply all legal exemptions.
- e. Protect the rights of taxpayers.

Assessor business is performed for the public benefit in a manner that is fair, informative and with uniform treatment. It is necessary as a means of revenue generation in order to fund essential public services and efficiently operate county and state government for the people.

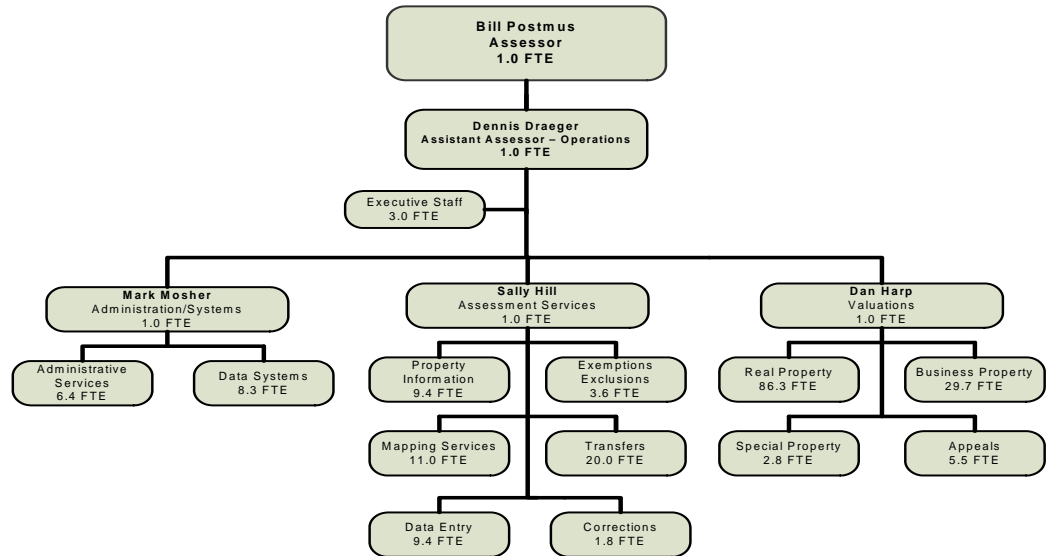
GOALS

**PUBLISH THE ANNUAL ASSESSMENT ROLL
TIMELY/ACCURATELY**

ENHANCE OPERATIONAL EFFICIENCY AND PRODUCTIVITY

ASSESSOR

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

Under California law, the Assessor establishes a value for all locally taxable property including residential, commercial, business and personal. The Assessor maintains current records on approximately 752,000 parcels of real property, 31,000 business property accounts and 37,000 other assessments including boats, aircraft, and manufactured home accessories. The Assessor also administers property tax exemptions including homeowners, veteran, disabled veteran, church, religious, and welfare exemptions as well as exclusions including parent-to-child and senior/disabled persons transfer of base year value.

The Valuations division is responsible for real, personal, business and special property valuations and appeals. District offices provide public assistance regarding questions of ownership, mailing addresses, parcel numbers and assessed values.

The Assessment Services division provides mapping, change of ownership, change of address and data entry services.

The Support Services division provides computer systems maintenance, payroll, mail services and fiscal services.

2008-09 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Staffing
Assessor	19,138,707	1,050,000	18,088,707	212.2*

* Budgeted staffing varies from the organizational chart total staffing above as positions have been cut in accord with the Grand Jury recommendations as well as the removal of the general fund backfill of the Property Tax Administration program.

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PUBLISH THE ANNUAL ASSESSMENT ROLL TIMELY AND ACCURATELY.

Objective A: Process changes of ownership.

Objective B: Establish a value for appraisable events.

Objective C: Apply timely filed exemptions.

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
1A. Percentage complete of change of ownership documents received for each assessment year.	N/A	99.5%	99.5%	99.5%	95.5%
1B. Percentage complete of appraisable events received for each assessment year (e.g. changes of ownership, new construction, etc.).	N/A	98%	93%	93%	90%
1C. Percentage complete of timely filed claims for exemption (e.g. homeowner's, welfare, church, etc.) received for each assessment year.	N/A	99.5%	99.5%	99.5%	95.5%

Status

Government Code Sections 15640 and 15642 define that the State Board of Equalization shall perform assessment practice surveys for each California county and define the scope of the surveys. Revenue and Taxation Code Section 75.6 indicates that minimum assessment levels are needed for the county to be eligible to recover costs associated with administering supplemental assessments and that the county must obtain at least 95% of the assessment level as determined by the Board's most recent survey. Surveys are conducted every 4 years.

In the 2008-09 budget, the general fund backfill of the State Property Tax Administration Program (PTAP) was discontinued. The loss of this \$2.1 million funding resulted in the loss of staff. This coupled with the increase in applications for property value reductions provided by Prop.8 has resulted in a strained workload. Consequently, within current staffing levels and any possible further reductions in staff, it is anticipated that completed processes will be lower than years previous.

GOAL 2: ENHANCE OPERATIONAL EFFICIENCY AND PRODUCTIVITY.

Objective A: Increase training opportunities for staff.

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
2A. Percentage increase in staff training hours (e.g. Continuing Education Units training required to maintain appraisal certifications; training to update staff on continually changing property tax administration laws; refresher training in public service skills, etc.).	N/A	N/A	N/A	N/A	2%

Status

This is a new goal for 2009-10. A baseline based on the number of actual training hours will be established at the end of 2008-09 so that accomplishments can be measured for 2009-10. The California State Board of Equalization requires that certified appraisal staff complete 12 or 24 hours annually to maintain their certification (depending on whether it is a permanent or advanced certification). The goal is to achieve this requirement and to have the non-certified staff complete a minimum of 4 hours of training annually.

2007-08 ACCOMPLISHMENTS

- ❖ *Installed Symposium phone monitoring system to identify peak taxpayer calling periods requiring additional staff*
- ❖ *Improved the imaging project to make additional document types available to all Assessor staff to increase efficiency*
- ❖ *Implemented e-filing of Business Property statements*
- ❖ *Implemented Appraisal Evaluation Services (AES) Prop 8 mass appraisals*
- ❖ *Provided taxpayer relief by processing reductions in value within two weeks to the victims of the 2007 wildfires wherein 500+ homes were destroyed*

2009-10 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING

Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. Facility Security Assessment Project (CIP one-time funding)	-	\$200,000	-	\$200,000

The Sheriff's Department's Office of Safety and Security completed a Security Facility Assessment on June 18, 2008 of the Assessor's offices located at 172 W. Third Street. The Assessor's Office would like to secure CIP financing to complete the recommendations included in the July 23, 2008 Sheriff's assessment report in order to ensure the safety of Assessor staff.

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
P1. Percentage completion of the safety recommendations by the Sheriff's Office of Safety and Security.					100%

2009-10 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2009-10.

If there are questions about this business plan, please contact Mark Mosher, Administrative Manager, at (909) 387-6584.



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Larry Walker
Auditor/Controller-Recorder

Mission Statement

The San Bernardino County Auditor/Controller-Recorder's Office is committed to serving our customers by processing, safeguarding, and providing information regarding the finances and public records of the county. We perform these functions with integrity, independent judgment, and outstanding service. We are accurate, timely, courteous, innovative, and efficient because of our well-trained and accountable staff.



GOALS

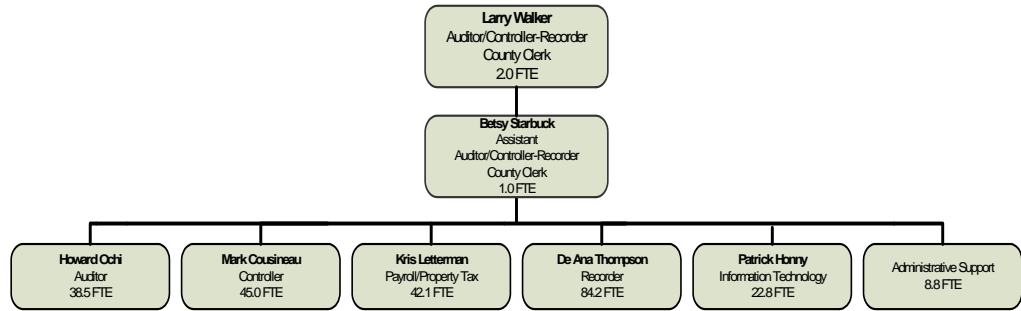
PROVIDE TIMELY AND ACCURATE FINANCIAL INFORMATION

MAINTAIN HIGH LEVEL OF RECORDER SERVICES

ENHANCE ACCOUNTS PAYABLE PROCESS

AUDITOR/CONTROLLER-RECORDER

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Office of the Auditor/Controller-Recorder and County Clerk (ACR) is responsible for providing the county and its constituents with a variety of accounting services and document recording and management services. The Auditor and Controller Divisions record the collections and perform the accounting, reporting, disbursements, and audits of all county financial activities to ensure sound financial management. They are also responsible for developing and implementing accounting systems and standards, conducting operational risk assessment reviews, and administering the Countywide Cost Allocation Plan. The Payroll/Property Tax Division is responsible for payroll services, Employee Management and Compensation System (EMACS) development, and the compilation of property tax rates and revenue disbursements to taxing agencies.

The Recorder Division accepts all documents for recording that comply with applicable recording laws. The Recorder produces and maintains official records evidencing ownership and encumbrances of real and personal property and other miscellaneous records. The Recorder Division is also responsible for County Archives and County Clerk functions. County Archives maintains all the historical records for the county. The office of the County Clerk files and manages records as they relate to vital statistics, fictitious business names, and other records that are required by the state to be filed with the County Clerk.

ACR has five special revenue funds. The Systems Development fund ensures that the Recorder's recording and storage technology is current. The new Electronic Recording fund finances the Recorder's development of e-Recording, including participation in a Joint Powers Authority (California e-Recording Transaction Network Authority) established for that purpose on a multi-county level. The Vital Records fund provides for the automation and maintenance of vital statistical records that are requested on a daily basis by customers. The Recorder Records fund was established to defray the cost of storing, restoring, and imaging legal and historical documents. In 2008, a fund was established to meet the state mandate to truncate social security numbers from official records.

2008-09 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
General Fund					
Auditor/Controller-Recorder	19,071,494	6,610,723	12,460,771		216.4
Total General Fund	19,071,494	6,610,723	12,460,771		216.4
Special Revenue Funds					
Systems Development	16,380,504	2,504,529		13,875,975	26.0
Vital Records	655,244	165,839		489,405	-
Recorder Records	1,034,032	485,000		549,032	1.0
Electronic Recording	587,620	485,000		102,620	-
Social Security Number Truncation	695,792	485,000		210,792	-
Total Special Revenue Funds	19,353,192	4,125,368		15,227,824	27.0
Total - All Funds	38,424,686	10,736,091	12,460,771	15,227,824	243.4 *

*Budgeted staffing differs from organizational chart staffing above due to the mid-year addition of a fully reimbursed C-IV Accountant.

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROVIDE TIMELY AND ACCURATE FINANCIAL INFORMATION.

Objective A: Maintain and improve the financial accounting processes and reporting.

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
1A. Received Certificate of Achievement for Excellence in Financial Reporting.	Yes	Yes	Yes	Yes	Yes
1A. Received Outstanding Achievement in Popular Annual Financial Reporting.	Yes	Yes	Yes	Yes	Yes

Status

The objective is to maintain the financial accounting system and to improve the internal processes for accounting and reporting. ACR has been developing CAFR 2000 software and it has been successful in reducing the time necessary to prepare the annual financial statements. The software installation is suspended due to vendor performance and contractual issues, which are being appropriately pursued. ACR has identified another county that is implementing the same software and is coordinating with them to maximize service from the vendor.

In a measurable aspect of the commitment to provide timely and accurate financial information regarding the finances of the county, the Auditor/Controller-Recorder has again received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for the 20th consecutive year. An award-winning Comprehensive Annual Financial Report (CAFR) promotes trust in the financial records of the county and enables better credit ratings from the agencies. In 2008, the department once again received the GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR). This award recognizes the department's ability to provide understandable financial information to the public. As the Governmental Accounting Standards Board (GASB) adopts more standards and the GFOA adopts new practices to implement those standards, staff continues to be challenged to meet the standards and practices within the deadlines.

2007-08 ACCOMPLISHMENTS

- ❖ Received GFOA Certificate of Achievement for Excellence in Financial Reporting (CAFR) for the 20th year
- ❖ Received GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR)
- ❖ Received California State Controllers Award for Achieving Excellence in Financial Reporting for the 2006-07
- ❖ Provided Internal Controls and Cash Manual training to 473 employees
- ❖ Inventoried, repaired as needed, and digitized all microfilm images of the Official Records from 1980 to present
- ❖ Provided accounting for the Grass Valley/Slide and Butler II fires
- ❖ Transitioned employee travel claims from Accounts Payable to EMACS Payroll Processing
- ❖ Implemented EMACS self-service for employees to make direct deposits into multiple bank accounts

GOAL 2: MAINTAIN A HIGH LEVEL OF RECORDER SERVICES WHILE RESPONDING TO CHANGES IN REGULATIONS AND LAW.

Objective A: Maintain a high quality of services in current offices.

Objective B: Identify and comply with all legislative mandates.

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
2A. Every document received is processed within the established standards.	N/A	N/A	N/A	N/A	100%
2B. Compliance in meeting deadlines for legislative directives.	N/A	N/A	N/A	N/A	100%

Status

ACR's priority is to maintain a high quality level of service to the public while responding to the various changes in law and regulations and meeting the deadlines for implementation. The first goal for the Recorder's office is to record, file, or process each document within the established standard. Customer service is enhanced when all service standards are met.

In the 2008-09 Business Plan, one of ACR's objectives was to expand services in outlying offices. Due to the contracting economy and the increased burden of new legislative and administrative regulations, ACR has suspended that objective. The provision of space in Chino Hills' city offices and at the new Fontana Library was determined to be inadequate to safely and appropriately record documents and conduct financial transactions. During 2007-08, the marriage services offered at the Montclair and Apple Valley libraries were withdrawn due to new legal requirements. Birth and Death Certificates are still available at the Montclair and Apple Valley libraries.

Objective 2B is a commitment to respond to new legislative and administrative regulations, including, among others, new laws regarding social security number truncation and deeds with restrictive covenants, and several administrative changes in the California marriage regulations. Meeting the changing state's mandates and deadlines is a challenge.

GOAL 3: ENHANCE ACCOUNTS PAYABLE PROCESS.

Objective A: Expand use of electronic funds transfer (EFT) for vendor payments.

Objective B: Maintain the amount of time required to process county bills and payments.

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
3A. Percentage increase in number of vendors participating in the EFT program. (2005-06 = 394, 2006-07 = 446, 2007-08 = 874)	13%	96%	40%	41%	45%
3B. Percentage of valid payment documents processed within ten days of presentation to ACR. (2007-08: 96.6% of 346,729 payment documents processed in 10 days. 91% of 132,935 manual payment documents processed within 10 days.)	90%	91%	90%	90%	90%

Status

The third goal relates to Auditor/Controller-Recorder implemented electronic systems for payment of the county's bills. The Board of Supervisors adopted a policy revision presented by ACR to require new contractors to accept payment via EFT. Request for Proposals and purchase orders were changed to reflect this change. ACR's efforts to increase vendor participation included Accounts Payable training county staff and informing vendors of the EFT payment option. The costs for achieving this goal are included in the department's budget. In 2007-08, ACR exceeded the target of a 35% increase in vendor participation in the EFT program and achieved a 96% increase when compared to the number of vendors participating in 2006-07.

Also, the department achieved the measurement of processing 91% of valid payment documents within 10 days of presentation for the fiscal year ending June 30, 2008.

2009-10 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING

The department is not requesting any additional general fund financing for 2009-10.

2009-10 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
1. In 2009-10, the department will propose increases in accounting and auditing fees to mitigate the amount of local cost funding required for existing policy programs. Modify the Fee Ordinance to change 16.023A (a), (b), (e), (f), (k)(1), (m) from \$87.00/hour to \$92.00/hour and modify 16.023A (i) from \$48.00/hour to \$52.00/hour.	If fees are not increased, the general fund will be further subsidizing the cost of these services to non-general fund units.

If there are questions about this business plan, please contact Betsy Starbuck, Assistant Auditor/Controller-Recorder, at (909) 386-8818.

FISCAL



Dick Larsen
Treasurer-Tax
Collector/Public
Administrator

Mission Statement

The San Bernardino County Treasurer-Tax Collector/Public Administrator's office fulfills its statutory obligations in a fair, courteous and professional manner that is open and accessible to citizens, the business community, and other public agencies. This office will utilize current and evolving technology to enhance services and improve the reach of those services throughout the region. We will operate efficiently to deliver the highest quality services at the lowest possible cost to the taxpayers of San Bernardino County.



GOALS

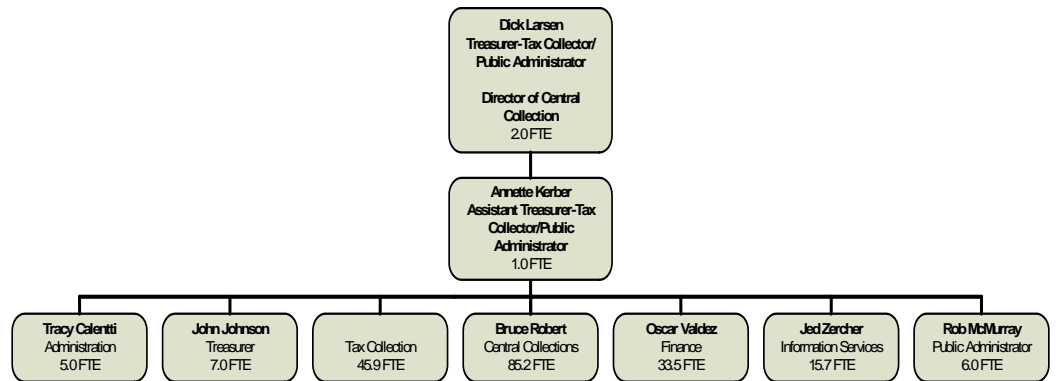
MANAGE THE COUNTY TREASURY FUNCTION IN A SAFE, EFFECTIVE AND EFFICIENT MANNER

COLLECT PROPERTY TAXES IN AN EFFECTIVE MANNER WITH FOCUS IN CUSTOMER SERVICE

INVESTIGATE AND ADMINISTER ESTATES OF DECEDENTS WITH CARE AND PROFESSIONALISM

TREASURER-TAX COLLECTOR/PUBLIC ADMINISTRATOR

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Treasurer-Tax Collector/Public Administrator is responsible for:

- Collection of property taxes.
- Performing the county's treasury function.
- Administering estates of persons who are deceased and no executor or administrator has been appointed.
- Providing a collection service for the county as well as to provide accounting and collections of court ordered payments.

The tax collection function involves the collection and accounting of property taxes for all county taxing entities that amounts to almost \$2.3 billion in property taxes and other fees.

The Treasurer is responsible for the investment of the county investment pool, which includes county funds and all school districts within the county, as well as providing banking services for these agencies.

The Treasurer-Tax Collector's Central Collections Division collected more than \$51.0 million for the year ended June 30, 2008. The majority of these collections are from court-ordered fines and the Arrowhead Regional Medical Center's delinquent accounts receivable.

2008-09 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
General Fund					
Treasurer-Tax Collector/Public Administrator	20,890,456	13,706,190	7,184,266		201.3
Total General Fund	20,890,456	13,706,190	7,184,266		201.3
Special Revenue Fund					
Redemption Maintenance	179,486	6,704		172,782	-
Total Special Revenue Fund	179,486	6,704		172,782	-
Total - All Funds	21,069,942	13,712,894	7,184,266	172,782	201.3

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: MANAGE THE COUNTY TREASURY IN A SAFE, EFFECTIVE AND EFFICIENT MANNER.

Objective A: Maintain the highest possible credit rating from the three major rating agencies for the county investment pool.

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
1A. County investment pool rating.	Moody's – Aaa, S&P – AAAf, and Fitch - AAA	Moody's – Aaa, S&P – AAAf, and Fitch - AAA	Moody's – Aaa, S&P – AAAf, and Fitch - AAA	Moody's – Aaa, S&P – AAAf, and Fitch – AAA	Moody's – Aaa, S&P – AAAf, and Fitch – AAA

Status

The primary goal of the treasury function is to provide for safe and effective management of the cash and investments in the county's investment pool. The objective selected to meet this goal is the maintenance of the highest possible credit rating from the three major credit rating agencies (Fitch, Moody's, and Standard and Poor's). The achievement of this objective will demonstrate the department's ability to effectively meet the goal of a safe and effective treasury.

The county investment pool is currently being rated by the three major rating agencies. In 2007-08 the target was met. The department expects to continue receiving the highest possible credit rating in 2008-09.

GOAL 2: COLLECT PROPERTY TAXES IN AN EFFECTIVE MANNER WITH A FOCUS ON CUSTOMER SERVICE.

Objective A: Meet or exceed the average collection rate of comparable counties for unsecured property taxes.

Objective B: Increase electronic payments of property taxes by taxpayers through the use of E-check and credit card.

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
2A. Meet or exceed the average collection rate of comparable counties for unsecured property taxes.	97.1% unsecured property tax collection rate	97.0% unsecured property tax collection rate	94.9% unsecured property tax collection rate	95.0% unsecured property tax collection rate	93.9% unsecured property tax collection rate
2B. Percentage increase of electronic property tax payments.	32%	10.2%	10%	9%	5%

Status

The primary goal of the property tax collection function is to collect property taxes for the county and other taxing agencies while providing taxpayers with a professional and convenient payment experience. The first objective selected to meet this goal for 2008-09 involves meeting or exceeding the average unsecured collection rates of comparable counties within the State of California. In 2007-08 the actual collection rate achieved was 97.0% and exceeded the average of 93.9% for comparable counties. As a result of the current economic downturn, the collection rate for 2008-09 and 2009-10 is expected to decline. The target collection rate for 2008-09 of ≥94.9% is expected to be met.

2007-08 ACCOMPLISHMENTS

Treasurer:

- ❖ Maintained “AAA” rating by all major rating agencies
- ❖ Distributed \$197 Million in interest earnings
- ❖ Attained record high pool balance of \$4.89 Billion

Tax Collector

- ❖ Collected \$2.3 Billion in annual property taxes
- ❖ Increased the mailing of secured and unsecured supplemental tax bills to six times a year

Public Administrator

- ❖ Implemented tools to identify best practices which reduce the necessary time to close cases
- ❖ Closed 226 cases in 2007-08

In addition, the department's goal is further met by the offering and promotion of electronic methods of property tax payments, which offer convenience for taxpayers and is the most cost efficient form of payment for the county. For 2007-08 and 2008-09 we are seeing many more property owners paying through impound accounts. Since some of these payments were previously paid electronically and others by check or cash it introduced an additional variable that was not being captured in our current measurement formula. Accordingly, the department revised performance measure 2B to include all electronic wire and automated mortgage tape payments. The revised measure will account for all electronic methods of payment which include credit card, E-check, electronic wire, and automated mortgage tape payments. In 2007-08, the actual percentage increase of payments processed electronically was 10.2% and exceeded the target of a 10% increase.

With the addition of electronic wire and mortgage tape payments, the number of bills paid electronically is significantly larger. Therefore, increases in the number of bills paid electronically will measure a smaller percent increase against that larger base. As such, the target percentage for 2008-09 is currently estimated at 9.0%, less than the 10% target.

In an effort to meet the objectives for 2009-10, the department has:

- Unveiled a new property tax bill offering a redesigned tax bill that is easier to read and understand, highlights and clarifies relevant information, promotes the use of electronic payments options, and increases the overall customer service for the county's taxpayer.
- Entered into a new Board approved contract to provide E-check and Credit Card Acceptance and Processing Services.
- Implemented ATM Verify with payment processor to check validity of account information on E-check transactions.
- Continued to expand payment options for customers, including:
 - On-line through e-pay using credit card or electronic check
 - Over the phone credit card and electronic check
 - Electronic payment file for large business owners and impound accounts
 - On site payment options at seasonal satellite payment centers in Victorville and Rancho Cucamonga
 - Added e-mail reminder services to notify property owners of payment deadlines or other events
- Increased the mailing of secured and unsecured supplemental tax bills from two to six times a year. The increased mailing improves customer services and the collection process by providing tax payers with timely supplemental bills based on the change of ownership or completion of construction.
- Continued to expand on the outreach campaign by marketing e-payment options to the Spanish speaking taxpayers via Spanish radio stations and publications.

GOAL 3: INVESTIGATE AND ADMINISTER THE ESTATES OF DECEDENTS WITH CARE AND PROFESSIONALISM.

Objective A: Decrease the average investigation period of decedents.

Objective B: Decrease the average estate administration period.

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
3A. Annual percent decrease in the average amount of time necessary to close the investigation of decedents.	27%	19%	3%	3%	3%
3B. Annual percent decrease in the average amount of time necessary to close the administration of estates.	15%	24%	3%	3%	3%

Status

The primary goal of the Public Administrator function is the timely investigation and administration of the estates of decedents. The objective selected to assist in meeting this goal include a reduction in the amount of time taken to investigate and administer estates. Professional investigations and administration must occur in a timely manner for the department's goal to be achieved. In 2007-08, the target for a 3% decrease in the average amount of time to close both the investigation of a decedent and administration of estates was exceeded with the actual decrease of 19% and 24% respectively. In an effort to meet these objectives for 2009-10, the department has:

- Implemented tools to identify best practices which reduced time necessary to close cases.
- Closed 226 cases in 2007-08.

APPROVED MID-YEAR BOARD ITEM

Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. A board agenda item was approved mid-year in 2006-07 for \$963,774 in ongoing funding for the following: 3.0 staff and to acquire space for a full-time Victorville satellite office; 5.0 staff for customer service at the main San Bernardino office; 12.0 part-time unclassified positions for off-site phone support; 2.0 positions for high level technical support; two reclassifications; and equipment, office furniture and supplies in support of the newly funded positions	22.0	\$963,774	0	\$963,774

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
P1. Increase in-person accessibility to Tax Collector services by opening a year-round Tax Collector satellite office – defined as average customers per day.	0	0	15	0	N/A
P2. Attain an average wait time of less than five minutes by implementing an off-site phone support service.	≤ 2 minutes	≤ 1 minutes	≤ 3 minutes	≤ 3 minutes	N/A

Status

The primary goal of this mid-year item was to maintain the ability to collect property taxes in an efficient and effective manner while continuing to provide excellent services to the county taxpayers.

The search for a permanent Victorville satellite office has been placed on hold pending the construction of the new High Desert Government Center in the City of Hesperia. The new government center is expected to house several county departments, including the Treasurer-Tax Collector and the Assessor. This will provide the county taxpayer with a convenient and centralized office location to pay property taxes and resolve all property related issues. In the mean time, the department will continue to operate seasonal satellite payment centers in the cities of Victorville and Rancho Cucamonga from December 1st through 10th and April 1st through 10th. The department is using the positions to support customer service through the San Bernardino office and at our seasonal sites. The reclassifications approved by this item have been completed.

The department continues to successfully manage the new off-site phone support service, by directing calls to experienced part-time employees working from home during the department's peak call periods. The new program was successful in reducing the average customer wait time to less than one minute in 2007-08 exceeding the target of three minutes. This has been a critical factor in improving the department's customer service.

2009-10 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2009-10.

If there are questions about this business plan, please contact Annette Kerber, Assistant Treasurer-Tax Collector/Public Administrator, at (909) 387-6372.