

MARICOPA COUNTY TREASURER'S OFFICE

Annual Report

Fiscal Year Ended June 30, 2011

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Introduction

The purpose of this report is to provide the general public with an insight into some of the services provided by the Maricopa County Treasurer’s Office as related to property taxes. Some non-property tax activities are included due to difficulty in separating them from the many interrelated functions imbedded throughout the Treasurer’s Office. This causes some seemingly inconsistencies. For example, total collections (Figure 1.1) and funds distributed (Figure 3.1) are different due to revenues other than property taxes being collected and distributed. This and other differences are noted throughout the report.

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Section One-Collections

Property owners may choose to pay their taxes in four basic ways; 1) as part of their mortgage, 2) by mail, 3) in person at the Treasurer's Office or a branch bank, and 4) online through the Treasurer's website, their personal bank website, or by credit card.

Figure 1.1

PROPERTY TAX COLLECTIONS BY CATEGORY

CATEGORY	DOLLARS COLLECTED			NUMBER OF TRANSACTIONS		
	2011	2010	% Change	2011	2010	% Change
Bulk Payments*	\$ 1,838,864,818	\$ 1,978,870,278	-7.1%	1,639,588	1,668,965	-1.8%
By Mail	1,387,395,875	1,382,266,828	0.4%	675,323	686,216	-1.6%
In Office	504,913,308	527,716,309	-4.3%	159,685	179,604	-11.1%
Bank Branch	100,505,133	82,826,185	21.3%	78,649	64,257	22.4%
Online Echeck**	201,812,449	180,221,507	12.0%	109,700	96,415	13.8%
Online Bank**	60,500,374	54,459,879	11.1%	61,406	52,395	17.2%
Online Card**	42,700,064	42,926,827	-0.5%	38,048	36,671	3.8%
Total***	\$ 4,136,694,032	\$ 4,249,289,823	-2.6%	2,762,399	2,784,523	-0.8%

* Payments made by financial institutions, tax services companies, mortgage companies, and multiple property owners.

**Total online payments increased 13% from last year.

***Also includes State Aid payments, prior year tax payment, fees, and late payment interest.

At the end of FY 2008 the Treasurer's Office began a program to increase the number of on-line transactions. Total electronic transactions that year were 130,518. This year the total was 209,190, or a 60 percent increase. Most of the shift was from in-office payments which reduced the cashiering workload sufficiently to allow eliminating two full time positions, resulting in an annual savings of about \$60,000.

We also observed that property owners seem to want to pay their taxes soon after receiving the bill. On-line payments allow them to do that and resulted in enlarging our investment portfolio earlier in the collection cycle. In early FY 2009, when interest rates were still relatively high, we realized additional interest earning of about \$150,000. We estimate that earnings, even at low current rates, have totaled about \$50,000 the last two fiscal years due to earlier payments.

Section Two-Investments

ALL INVESTMENTS RESTRICTED PURSUANT TO ARS § 35-323

The County Treasurer is charged by law to collect, invest and disburse taxpayer funds (ARS 11-493). Our goal is to protect and serve the public interests by safeguarding public funds. Our investment strategy is to maintain safety first and to earn a rate of return that will increase the value of the funds while minimizing risk to its lowest point possible. Our past investment results have shown our conservative values in that no losses have occurred which is extraordinary considering the economic market problems that has persisted during the past few years.

Managing the investment portfolio in-house as opposed to using the services of the state treasurer's investment service generated approximately \$7,836,198 in additional interest earnings. The reason is much longer maturity times, 640 days compared to 350 days, resulted in a higher rate of return, 1.0459 percent compared to 0.8275 percent. Longer maturity times are possible because the county has more predictable cash flow requirements than the state treasurer. We also save by not having to pay a service fee of approximately \$2,113,132 for a total savings of \$9,949,330.

Figure 2.1

INVESTMENT POOL EARNINGS HISTORY

<u>Fiscal Year</u> <u>Ending</u>	<u>Average</u> <u>Rate</u>	<u>Interest</u> <u>Earnings</u>	<u>Average Pool</u> <u>Balance</u>	<u>Average Days to</u> <u>Maturity</u>
2006	3.13%	\$ 86,492,576.13	\$ 2,759,049,199.87	343
2007	4.08%	131,778,435.30	3,231,497,464.52	488
2008	4.45%	152,812,537.38	3,432,366,315.37	568
2009	3.00%	106,609,700.15	3,550,175,485.56	525
2010	1.18%	42,279,832.07	3,590,409,166.85	580
2011	1.05%	36,979,811.80	3,521,886,838.10	640

INVESTMENT EARNINGS

The types of investments made by the Maricopa County Treasurer's Office are controlled by law and were in three areas, federal agencies, Maricopa County school districts, and short term. During the 2011 legislative session we succeeded in passing legislation that permits the office to fund certain short-term loans to schools. The purpose is to allow a school district more liquidity whenever revenues are reduced, such as the state delaying transferring State Aid Credit funds.

Each district has a line of credit with the county service bank, and the interest is higher than the loans made by the County Treasurer. The total savings to the taxpayers in these school districts from lower loan initiation cost and lower loan rates was over one million dollars.

While the loan rates are lower than what the districts would pay traditional lending institutions, they are slightly higher than other interest bearing holdings in the County's Investment Portfolio. Interest earnings from the portfolio are distributed to the schools, county, and special districts and used to reduce the property tax rates. The additional earnings will reduce the tax rates for all property owners including those outside the affected school districts.

Figure 2.2

Federal Agencies

FCDN - FEDERAL FARM CREDIT BANK :	\$ 3,217
FAMCA - FEDERAL AGRICULTURAL MORTGAGE CORP:	4,433,760
FFCB - FEDERAL FARM CREDIT BANK :	1,143,117
FHDN - FEDERAL HOME LOAN BANK :	713,921
FHLB - FEDERAL HOME LOAN BANK :	5,348,169
FHLMC - FEDERAL HOME LOAN MORTGAGE CORPORATION :	11,138,408
FMCDN - FEDERAL HOME LOAN MORTGAGE CORPORATION :	182,218
FNMA - FEDERAL NATIONAL MORTGAGE CORPORATION :	12,996,319
FNDN - FEDERAL NATIONAL MORTGAGE CORPORATION :	212,049
FRMDN - FEDERAL AGRIBULTURAL MORTGAGE CORP :	<u>12,394</u>
Total Agency Earnings:	

Earnings

**Totals
by Category**

\$ 36,181,572

Schools

BESD – BUCKEYE ELEMENTARY SCHOOL DISTRICT: 4137	4,137
DVUSD - DEER VALLEY UNIFIED SCHOOL DISTRICT:	205,638
GUSD - GILBERT UNIFIED SCHOOL DISTRICT:	96,816
HUSD - HIGLEY UNIFIED SCHOOL DISTRICT:	12,414
PVUSD - PARADISE VALLEY UNIFIED SCHOOL DISTRICT:	162,103
RESD - RIVERSIDE ELEMENTARY SCHOOL DISTRICT:	4,664
SMSD - SADDLE MOUNTAIN SCHOOL DISTRICT:	58,333
TOLL - TOLLESON UNION HIGH SCHOOL DISTRICT # 214:	<u>17,326</u>
Total School Bond Earnings:	

\$ 563,431

Short Term

Money Market Deposit Account:	368,307
T-Bills:	<u>234,809</u>

368,307
<u>234,809</u>

368,307
<u>234,809</u>

TOTAL INTEREST EARNED:

\$ 37,348,119

\$ 37,348,119

Bank Fees

(657,461)

(657,461)

NET INTEREST EARNED

\$ 36,690,658

\$ 36,690,658

Figure 2.3

INTEREST EARNINGS DISTRIBUTION

	<u>FY 2011</u>		<u>FY 2010</u>	
County	\$ 17,643,555	48%	\$ 18,367,646	44%
Special Districts	1,602,015	4%	2,770,711	7%
Community	280,597	1%	301,360	1%
Schools	<u>17,164,491</u>	<u>47%</u>	<u>20,057,620</u>	<u>48%</u>
Totals *	\$ 36,690,658	100%	\$ 41,497,337	100%

Section Three-Disbursements

Figure 3.1

DISBURSEMENT TYPES

Most disbursements are made with warrants. A warrant is a written instruction from one public official to another to pay a specified recipient a specified amount of money. After the treasurer validates the warrant it is paid using available funds.

<u>Jurisdictions</u>	<u>Transactions</u>	<u>Amount</u>	<u>Average</u>
County Warrants	162,628	\$ 985,197,992	\$ 6,058
School District Warrants	730,399	5,007,030,192	6.855
Special District Warrants	85,964	803,411,886	9,346
Treasurer's Checks (1)	16,713	141,633,751	8,474
EFT Finance (2)	245	580,995,887	2,371,412
ACH Payments – Treasurer (3)		1,124,775,005	
Wire Transfers – Treasurer (4)		<u>1,005,529,205</u>	
Totals	<u>995,949</u>	<u>\$ 9,648,573,918*</u>	<u>\$ 9,688</u>

*Contains revenues from sources other than property taxes, sales tax, grants, etc.

(1) Treasurer's Checks are actual checks that are issued by the County Treasurer and are payable by the bank when received. The treasurer is the only one that can issue checks, all other entities must issue warrants that are payable by the Treasurer.

(2) Electronic Fund Transfer (EFT) Payments are electronic payments issued by the County Department of Finance in place of a warrant. The same authorization and approval for warrants is required for funding of an electronic payment.

(3) Automated Clearing House (ACH) payments are electronic payments that are made by the Treasurer in place of a treasurer's check. These payments are reoccurring in nature and are set up at the bank to facilitate the payment process and the cost is substantial lower than a check.

(4) Wires are also an electronic payment made by the treasurer. They are the most costly of the payment methods, but are used when the payment must be made immediately.

Figure 3.2

ELDERLY ASSISTANCE FUND DISTRIBUTION

The Elderly Assistance Fund (EAF) pays part of the school tax for qualified homeowners. Application forms are available from the County Assessor. See Figure 4.3 for EAF revenue source. EAF monies exceeded the total due to qualified homeowners by \$115,276. The amount available for FY 2012 is \$3,211,276.

	<u>FY2011</u>	<u>FY2010</u>
Total Parcels benefited by EAF	13,912	14,334
Total EAF Monies distributed	\$ 2,453,104	\$ 1,912,408

Figure 3.3

BANK LINE OF CREDIT USAGE BY SCHOOLS

When a school’s account balance is insufficient to service their warrants the warrants are paid out of their line-of-credit. The bank holds the warrant as an IOU, or Registered Warrant until funds are available.

	<u>FY2011*</u>	<u>FY2010</u>	<u>% Change</u>
Total registered warrants processed	134,242	82,315	63.08%
Total Registered Dollars	\$ 1,014,723,556	\$ 622,142,557	63.10%
Total registered warrant interest paid	\$ 893,737	\$ 525,063	70.22%

*The State, in 2011, delayed payments in excess of \$567 million to the school districts in Maricopa County. These delays caused increased credit line demands by the districts to meet their cash flow requirements.

Figure 3.4

DEBT SERVICE PAYMENTS BY SCHOOLS

School debt consists of voter approved bonds. Debt service levy for all schools for FY 2012 is \$466,430,707. Lower debt service levies result from bond retirement and refinancing at lower rates. In addition to debt service, there was a total FY2011 school levy of \$403,524,630 for voter approved budget overrides. Total outstanding voter approved bond debt was \$3,671,030,000. Total for voter approved debt and override was \$930,119,124 which is approximates one dollar out of each five dollars in property tax.

	<u>FY2011</u>	<u>FY2010</u>	<u>% Change</u>
Principal Payments	\$374,065,000	\$379,265,000	-1.37
Interest Payments	<u>152,529,494</u>	<u>178,484,371</u>	<u>-14.54</u>
Total	\$526,594,494	\$557,749,371	-5.58

Section Four-Taxpayer Services

Taxpayer services are many and varied. They include responding to taxpayer requests, mailing tax bills, mailing delinquent tax notices, selling delinquent tax liens, foreclosing on delinquent taxes, conducting sales on foreclosed properties, and several other related functions.

Figure 4.1

TAXPAYER RESEARCH REQUEST HISTORY

	<u>Jul</u>	<u>Aug</u>	<u>Sep</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun*</u>	<u>Total</u>
<u>FY2008</u>	410	216	288	568	403	304	297	258	301	286	287	622	4240
<u>FY2009</u>	278	232	352	368	335	287	288	228	347	264	273	679	3931
<u>FY2010</u>	251	172	468	388	497	452	289	286	338	298	346	600	4385
<u>FY2011</u>	276	319	551	470	459	433	422	392	438	517	391	742	5410

* Delinquent notices are mailed in June.

Figure 4.2

TAXPAYER RESEARCH REQUEST BY SOURCE AND STATUS

On average it takes approximately two man hours to complete each research requests. While many can be resolved merely by checking the computer others require ordering records from archives, reviewing microfilm and interacting with external departments, and working directly with the taxpayer.

	<u>FY2011</u>	<u>FY2010</u>
Online	2,039	1,595
Walk-In	1,468	1,283
Others	723	89
Fax	556	467
Mail	506	780
Phone	115	161
Assessor	<u>3</u>	<u>10</u>
Total	5,410	4,385
Closed	5,395	4,247
In Queue	4	98
In Service	<u>11</u>	<u>40</u>
Total	5,410	4,385

Figure 4.3

TAX LIEN SALE HISTORY

Delinquent property taxes constitute a lien against the property. That lien must be offered for purchase at auction in February each year.

Liens not sold during the auction can be purchased later from the County Treasurer. There were 8,427 such liens purchased from the Treasurer in FY 2011

<u>Sale Year</u>	<u>Tax Year</u>	<u>Parcels Advertised</u>	<u>Dollar Value</u>	<u>Not Auctioned*</u>	<u>Liens Sold</u>	<u>Dollar Value</u>	<u>Avg Int Rate**</u>	<u>Unsold Liens</u>
2011	2009	39,037	\$80,478,533	9,429	22,510	\$63,529,394	10.79%	12,543
2010	2008	41,859	\$69,946,978	9,317	25,660	\$57,093,614	8.62%	11,040
2009	2007	34,694	\$47,521,202	4,233	22,354	\$39,884,087	8.66%	8,107
2008	2006	28,047	\$32,713,999	5,995	20,401	\$27,558,290	7.64%	1,651
2007	2005	23,949	\$29,564,319	6,173	15,972	\$21,080,184	7.96%	1,804
2006	2004	21,388	\$26,337,120	5,762	13,479	\$17,284,492	6.03%	2,147
2005	2003	23,003	\$26,458,224	6,241	12,515	\$16,941,595	5.80%	4,247

* Parcels may be advertised but not auctioned because of pending litigation such as bankruptcy.

** Average interest rate earned by investors. Redemption rate is 16% with the difference used to fund the Elderly Assistance Fund amounts shown in Figure 3.3.

Figure 4.4

MAILING ACTIVITY

Tax bills and information statements for the 2010 tax year were mailed in late August 2010. Tax information statements are mailed to property owners that pay their property taxes into an impound account usually as part of their monthly mortgage payment. Tax bills are mailed to those property owners that pay individually and owe more than two dollars. Delinquent Notices were mailed in June 2011.

<u>Total Parcels</u>	<u>Exempt</u>	<u>Taxable</u>	<u>Tax Bills</u>	<u>Info Statements</u>
1,706,014*	98,245	1,607,769	799,320	808,449
Returns			30,459	58,104
Delinquent Notices			147,459	

*Includes 133,982 personal property accounts some of which fall below the taxable threshold

TREASURER FORECLOSURES

No foreclosures were initiated or completed in FY 2011. There were 1192 parcels with tax liens eligible to be foreclosed on behalf of the State.

Section Five-Information Technology

The Information Technology Division provides computer systems support for each of the other divisions within the Treasurer's Office. This includes operational and support services on all computer-based applications and processes utilized by the office. These services also extend to meeting needs of other County departments including Finance, County Schools, Independent Schools, special districts, other taxing jurisdictions, and the general public.

A few highlights of Information Technology Division accomplishments are:

1. System and application changes to support the county's servicing bank change to JP Morgan Chase

This project was the most significant endeavor undertaken by the IT Division and resulted in several new capabilities being added to the Treasurer system. These new capabilities included (a) support for school district credit line tracking, management, and reporting, (b) support for positive pay processing of warrants, and (c) modification and enhancement of other applications such as lockbox payment processing and image processing to interface with the new bank.

2. Online address change enhancement

The process by which taxpayer address changes are handled was significantly improved to drastically cut down on the man-hours required of Treasurer personnel. This enhancement consisted of process changes as well as improvements to the Treasurer website to streamline the address change process making it more efficient for both the taxpayer and the Treasurer's Office.

3. Agency website enhancements

The ability to view and download monthly reports was added to the Treasurer's Agency website, which is used by school districts, special districts, and city/town jurisdictions. These are month-end reports that depict warrant, GL, and apportionment activity for each month and were formerly provided solely on a CD-ROM. This enhancement enables all these jurisdictions to have immediate access to the reports through the website and also provides immediate access to historical reports going back to fiscal year 2007. This has resulted in a much more efficient and expanded report distribution process for all the users of this website

4. CSS (Corporate Services) website enhancements

Enhancements were made to the CSS website pertaining to the expansion of information reporting to its users. Reports that were previously mailed to the CSS users were made available electronically through the CSS website. This eliminated the need for Treasurer's Office personnel to spend time and expense in the handling and mailing of the reports.

In addition to these major projects, the Information Technology Division continued to provide systems support for the day-to-day operation of the Treasurer's Office. A total of 945 IT service requests were logged during this fiscal year and 889 IT requests were closed. The Information Technology Division also continued the ongoing effort to document and standardizes its processes and methodologies.

Section Six-Goal and Plan:

Citizens have fairly specific expectations of government services, and the effectiveness of setting goals and developing and implementing plans depends on how well those expectations are met. The Treasurer's Office is developing goals and plans to meet the following four expectations shared by citizens concerning government:

1. **SERVICE:** First, and foremost, they expect services ranging from security to recreation. And they want government to deliver these services without any inconvenience. Some basic services they expect are:
 - a. Security so they feel safe
 - b. Education system that produces good citizens
 - c. Infrastructure that works
 - d. Recreation for their free time
 - e. Stable economy that helps them achieve their goals
2. **INTEGRITY:** They expect elected officials, appointed bureaucrats and hired employees to do what is right, and not try to further their own agendas, ambitions, or beliefs. Public servants are not entitled to anything and owe the citizens everything.
3. **EFFICIENCY:** Citizens expect public servants to spend tax dollars for the purposes for which they were intended. Don't insult their intelligence by telling them that you can be more efficient if you have a fancy office, or that you can gain experience to better meet their needs by riding a camel across the Sahara Desert on their dime.
4. **HARMONY:** They expect public servants to work together for the common good. They strongly resent spending their tax dollars on attorneys to fight each other, lobbyist to twist arms, or information officers to discredit each other in public media.

GOAL: The goal of the Treasurer's office is to develop and implement a total transparency program by making use of the usual tried-and-true management tools; SMART and SWOT.

SMART: Goals must be Specific, Measurable, Acceptable, Realistic, and Timely.

1. Total transparency means that every penny or each tax dollar received and disbursed can be accounted for and the information is easily accessible by the taxpayer.
2. Revenue data must be incorporated into useful reports that allow taxpayers to have a clear understanding of how their money is being managed.
3. This is a goal that would receive broad acceptance by the taxpayer.
4. It is realistic in that the data is available and similar goals have been implemented elsewhere.
5. Technology will allow making this information available very close to real-time.

SWOT: Identify Strengths, Weaknesses, Opportunities, and Threats.

1. The main strength of the Treasurer's Office is the employees. They are competent, intelligent, dedicated to serving the public, and highly experienced.
2. Weaknesses are:
 - a. Lack of depth due to reduced staff.
 - b. Limited time available for supervision and training (most notably management training) due to workload.
 - c. Lack of well defined policies and procedures for all activities due to delay in indentifying all core activities because of loss of funding for professional assistance.

- d. Delayed implementation of updates and installation of new IT processes and enhancements due to lack of in-house IT resourced for two years.
 - e. Absence of a comprehensive, well organized, and totally vertical monitoring and reporting program.
 - f. Lack of comprehensive Position Description Questionnaires and Job Descriptions causes some employees to be assigned unrelated duties, and be undercompensated for performing additional task.
3. The low, almost nonexistent, level of dynamics provides an opportunity to develop the Treasurer's Office into a well defined, easily understood, and highly transparent government organization that would ensure a high level of confidence by the citizens.
 4. Threats are:
 - a. Potential loss of taxpayer's money is higher than what would be acceptable in the banking industry due to most of the weaknesses listed in item 2 above.

Transparency Plan

1. Identifying Activities:

- a. The first step in developing a strategic plan is to identify all activities within the Treasurer's Office then decide which ones should be included. Some are obvious such as; daily collections by method, investment portfolio details, number and amount of warrants processed daily. (see Attachment 1)
- b. The method to be used to identify all activities will be a thorough review of all Position Description Questionnaires (PDQs) and Job Descriptions for each manager and supervisor. The review will identify both core and support activities.
- c. The core activities will be arrayed in sequence of occurrence starting with receiving tax payments and running through payment of warrants.
- d. Work flow diagrams will be developed where applicable to identify each action point and decision point, and reports needed.

2. Identify and Acquire Resources

- a. Resources needed to support action and decision points will be identified. Such things as establishing policies, development of procedures, man hours to accomplish, personnel qualifications and training needed, and facilities and equipment required.
- b. Acquire budget and personnel (both primary and back-up) support needed.

3. Develop reporting content and schedule

- a. Existing reports will be indexed and reviewed to determine which ones will be retained.
- b. Other reports will be developed to provide more current information.
- c. Post reports and other information on line.

4. Develop periodic and random audit schedules and criteria for internal audits.

Meeting the transparency goal could result in efficiencies that may require fewer resources to deliver the same, or higher, level of service, enhance public trust and satisfaction by making information easily accessible on-line, encourage constructive input from citizens because they are better informed, and well qualified, highly trained, employees will be better equipped to deliver services at a level that will meet or exceed public expectations.

Section Seven-Personnel:

Staffing in the Treasurer's Office has been reduced from 64 employees in FY2008 to 49 for FY2011, or about 23.4 percent. This reduced staffing has created most of the weaknesses covered in section six. The major concern is not having an Internal Auditor on staff to ensure compliance with accepted banking processes and procedures.

Section Eight - Budget:

The last "normal" budget approved by the Board of Supervisors was for FY2008 in the amount of \$5,172,189 million. The approved budget for FY2011 was \$3,865,769, over 25 percent less than FY2008. However, some costs that would normally be paid out of the Treasurer's Office budget are paid out of other County funds. Some are shown at the bottom of Attachment2, and the bank cost shown in Figure 3.2.

The Treasurer's Office budget is quite simple and consists of just personnel and operating expenses. The only complexities are those payments mentioned above, and the fact that fixed cost such as office rent, telephone service, parking, etc., are unknown and not included in each agency's budgets. This makes it difficult to determine the true cost of providing service or what a realistic, stand alone, budget amount might be.

The only independent budget review performed by the County Internal Audit Division within the recent past found that the Treasurer's Office was, with two minor exceptions out of hundreds of transactions, in compliance with purchasing guidelines. Their report contained the following statement:

*"We noted **only minor exceptions** (emphasis added) concerning coding; P-Card purchases were not allocated to proper account codes. We provided a verbal recommendation to the Accounting Manager for the Treasurer's Office. The Treasurer's Office does not need to respond to our recommendation and we will not perform any follow up related to this verbal recommendation."*

Section Nine – Taxpayer Information Fund:

This fund is comprised of fees and interest earnings (all non-tax dollars) to be used for various out-reach activities that assist the property owners in understanding the Arizona property tax system. Programs have been developed to encourage property owners to make payments electronically and have contributed to reducing in-office payments to a level that allowed eliminating two full time cashier positions.

The following is an excerpt from the audit completed by the County Internal Audit Division in November, 2009:

"Executive Summary

*For the period reviewed, we found that TIF **expenditures were in compliance** (emphasis added) with ARS §11-495. In addition, we found that TIF revenues were collected and recorded in compliance with this statute."*

The full audit report can be found on the county web site.

CORE ACTIVITIES

ATTACHMENT 1

Administrative 4310

Executive Management

- General Management and Oversight of all Operations
- Policies and Procedures
- Statutory Compliance and Reporting
- Strategic Planning and Implementation
- Budget Development and Maintenance
- Intergovernmental Relations / Lobbying
- Legislation Research and Analysis
- External Affairs / Public Communications / Media
- Investments / Cash Flow Needs
- Bond Closings
- Tax Abatements

Audit

- Compliance
- Reporting
- Operations Efficiency
- Routine Audits (compliance with law, policies, GAAP, etc.)
- Special Audits
- Budget Compliance
- Financial Transparency

Administrative – Tech Services 4380

- Human Resources / Benefits / Staffing
- Payroll
- Training Schedules
- Answer Phones/ Correspondence/ Web Mail
- Research and Reissue Returned Tax & Delinquent Tax Bills
- External Client Lien Research/ Fulfill Orders/ Collect Research Fees
- Customer Account Database Adjustments
- Taxpayer Address Changes
- Mail Services

- Facilities Management
- Facilities Management / Security
- Procurement / Materials Management
- Statistics

Customer Service 4320

- Tax Collection Over-the-counter / Cashiers
- Tax Collection Electronic
- Tax Collection Credit Card
- Tax Collection Electronic Check
- Tax Collection On-line Bill Pay
- Tax Collection Mortgage Companies
- Tax Collection Title Companies
- Tax Collection Lockbox
- Tax Billing
- Lockbox Payment Facility Oversight
- P-Card Support Services
- Refund Processing
- Electronic Wire / ACH Transfers
- Batch Processing
- Branch Payments
- Document Retention
- Check Imaging
- Correspondence Imaging
- Cash Maintenance and Security
- Daily Vault Balancing
- Research and Maintenance
- Treasurer Receipts
- Customer Service (answer questions, provide aid and assistance)
- Bank Analysis and Review

Accounting Services 4330

- Treasurer's Bank Account Reconciliation
- Treasurer's Funds Reconciliation
- Treasurer's Investment Reconciliation
- Treasurer's Collection Deposits
- Treasurer's Financial Information Preparation
- Treasurer's Journal Entries
- Treasurer's Accounts Payable / Disbursements
- Treasurer's Budget
- Treasurer's Procurement
- Treasurer's Financial Analysis / Reconciliations
- Treasurer's Fixed Asset Account/Records Retention
- Treasurer's Audit Information Requests
- Treasurer's Reporting / Year End Closing Packages
- Treasurer's Contract Monitoring and Auditing
- Public Records and Data Requests
- Customer Service
- Agency/School/Special District Accounting
- Agency/School/Special District Revenue Allocation and Processing
- Agency/School/Special District Warrant Processing
- Agency/School/Special District Registered Warrant/Credit Line Borrowing
- Agency/School/Special District Financial Reporting
- Agency/School/Special District Bond Accounting
- Agency/School/Special District Research Requests
- Agency/School/Special District Bond Closings

Tax Services 4340

- Tax Billing
- Tax Lien Information and Auctions
- Tax Lien Foreclosures
- Tax Deeds on Land Sales
- CPs Issued

- Over-the-counter Tax Lien Sales
- Tax Lien Expirations
- Taxpayer Bankruptcies
- Tax Court Cases Research and Testimony
- Excess Proceeds from Foreclosures
- Tax Roll Corrections (valuation, classification and other Assessor based changes)
- Customer Service
- Tax Abatements
- Plat Map Approvals
- Redacted Records
- Residential Rental Classification Penalty Notices
- Taxpayer Requested Research
- Taxpayer Refunds
- Taxpayer Funds Balance (27, 33, 34, 35, 77 and 94)
- Billing / Payment Corrections
- Walk-in Customer Service
- Delinquency Notices

IT Services 4350

- Operates and Maintains Information Systems
- Ensures Implementation of Strategic Plan
- Researches and analyzes future technology needs
- Maintain Disaster Recovery and High Availability Options for Servers.
- Maintain on-call and on-site System Support Services.
- Maintain System and Data Security
- Application Support / TARS and RFS.
- New Product Research and Development
- VMS Administration
- Quality Assurance

ATTACHMENT 2

Treasurer's Office FY 2011 Budget

DESCRIPTION	OBJ CODE	YTD EXPENDITURES	TOTAL BUDGET	TOTAL VARIANCE
PERSONAL SERVICES EXPENDITURES				
Regular Pay	701	2,709,657	2,695,773	101%
Temporary Pay	705	42,177	28,301	149%
Overtime (Special Pay)	710	60	6,336	1%
Employee Benefits	750	923,913	890,745	104%
Other Personal Services	790	7,505	40,572	18%
Personnel Savings	796	-	-	0%
SUBTOTAL		3,683,312	3,661,727	100.5%
SUPPLIES & SERVICES EXPENDITURES				
General Supplies	801	22,506	28,000	80%
Fuel	803	370	500	74%
Legal	810	(689)	35,000	-2%
Other Services *	812	80,732	65,000	124%
Rent	820	7,125	8,000	89%
Repairs & Maintenance	825	4,604	14,542	32%
Internal Service Charges	839	4,885	5,000	98%
Travel	841	216	3,000	7%
Education & Training	842	17,610	5,000	352%
Postage & Shipping *	843	27,428	40,000	69%
Utilities	850	-	-	
SUBTOTAL		164,787	204,042	81%
GRAND TOTALS		3,848,099	3,865,769	99.54%

Percent Year 100.0%

* FY 2010-11 Exclusions

Printing and Postage paid for by General Government \$665,722.

Oracle Maintenance totaling \$80,000 funded by TIF Fund.