

*Report to the Board of County Commissioners
Fiscal Year 2009/10
Budget Reduction Plan*

SECTION 1: REDUCTION PLAN	
<i>Please complete a reduction plan form for each cost center with proposed reductions</i>	
Department:	ASSESSOR
Division:	
Program:	
Reduction Plan Description: (as part of the description explain how budget principles/budget balancing strategies, and evaluation criteria factor into the reduction plan)	
Gross Target Reduction	\$2,004,000
Less Credits provided by Finance	< 547,873>
Adjusted Target Reduction	\$1,456,127
Assessor Reductions:	
Salary Savings through voluntary separations	< 754,901>
Credit for STI/Maintenance contract paid with Assessor Tech Fund instead of Tech Services	< 78,657>
Credit provided by Treasurer (delinquent fee collections)	< 622,569>
Total Assessor Reductions	\$1,456,127
<p>The Washoe County Assessor's office is mandated to discover, list and value all property subject to taxation within the County. The offices of the Assessor and Treasurer have a unique relationship and together provide the basis for property tax revenue which comprises approximately 55% of the general fund revenues. Both offices have demonstrated fiscal responsibility over the past 25 years by limiting growth, utilizing technology to increase efficiency and improving workflow methods (Budget Principles E, G & I). In 1982, the Assessor had 82 authorized FTE's and implementation of this budget reduction plan will reduce the funded FTE's to 63 out of the 85 authorized positions. Another illustration of Budget Principle I can be found in analyzing the Assessor's budget as a % of the general fund. In 1982, the Assessor's budget accounted for 5.5% of the County's general fund. With the proposed budget cuts, the Assessor's budget will account for 1.9% of the general fund.</p> <p>By 9/3/09, staffing levels in the Assessor's office will have decreased 25.9% over the past two years, but the workload has increased. The Assessor will struggle to meet mandates (Budget Principle B) with the proposed staffing level. However, due to the dedicated efforts of the employees (Budget principle L) the Assessor will try to minimize the impact and in conjunction with the Treasurer continue to provide the revenue vital to the County's operations.</p> <p>Understanding the need to keep the Assessor's office staffed at the proposed level (Budget Principles B & L), the Treasurer proposes to increase revenues through delinquent fee collections (Budget Principles C & M) and has graciously agreed to share that revenue with the Assessor. This increase in revenue was not factored into initial budget cuts; therefore does not shift an additional burden to other departments.</p> <p>Recognizing the resource shortages and need for technological advancements, the Assessor is working with the Treasurer and Technology Services to obtain an additional server for the Treasurer's office new GRM tax collection software (Budget Principles C, H & K). This enhancement will be funded through the Assessor's technology fund dedicated for technological advancements which fills a required need for the county with no impact on general fund revenues.</p>	

A - 4/13/09 #8

*Report to the Board of County Commissioners
Fiscal Year 2009/10
Budget Reduction Plan*

SECTION 2: REDUCTION PLAN FINANCIAL DETAILS (double click to enter data)

Item	Description of Reduction Item	Cost Center	Account(s)	Dollar Impact FY 2009/10
1	Credits provided by Finance	102-0	Various	\$ 547,873
2	2.5% Wage Concession			
3	Mid-Year Services/Supplies/Staffing and Other Reductions			
4	Credit for STI/Manatron maintenance agreement	102-0		\$ 78,657
5	Credit from Treasurer-delinquent fee collections	102-0		\$ 622,569
6	Salaries/Benefits	102-0	Various	\$ 754,901
7				
15				
Totals				\$ 2,004,000

SECTION 3: REDUCTION PLAN IMPACT STATEMENTS

(Describe the impacts of the reduction plan)

Impact to Public:	SALARIES (22 vacant positions) impact will be longer lines at the public service counter or possible closure, longer response times to process requests for public information and specialized reports, this includes both internal and external customers. Focus on providing excellent customer service will be shifted to simply completing mandated functions. Delays in sales verification will impact sales trend analysis conducted by the University of Nevada for economic analysis.
Impact to other Customers:	Delays in Personal Property monthly billings will result in delayed revenue collections potentially leading to cash flow issues. Backlogs in transferring ownership records may also lead to billing and collection challenges.
Impact to Employees:	SALARIES (25.9% vacancy rate) Impact: Workload has increased and shifting of duties will be required, subsequently leading to individual workload increases, increased sick time usage, loss of production discussing the issue and a general decrease in moral. Delays in billings and collections may lead to revenue shortfalls requiring a need for additional budget cuts which exacerbates shortfalls and may potentially lead to further staffing reductions.
Impact to Stakeholders:	Because most, if not all, duties are statutorily mandated, the Assessor has no option other than to cut back in the area of work review and quality assurance likely resulting in increased corrections to both the secured and unsecured tax rolls. Increases in corrections challenge the strategic priority to achieve financial stability. The Assessor has partnered with several other departments and this collaboration has helped to achieve technological advances which in turn increased efficiency, another strategic priority. With a reduced workforce, this type of cooperation may be limited at best. The additional duties the Assessor performed this year during the County Board of Equalization process may not be possible and those additional duties will need to be absorbed by another department. Due to the nature of personal property being mobile, delays in personal property billings will cause collection and seizure challenges for the Treasurer, again ultimately reducing general fund revenues through increases in write-offs (uncollectable accounts) and/or roll change requests submitted to the BCC.

**Report to the Board of County Commissioners
Fiscal Year 2009/10
Budget Reduction Plan**

SECTION 4: CORE PERFORMANCE MEASURES

Please provide the Board performance measurement information on core department activities.

Performance Measure	FY 2007/2008 Actual	FY 2008/2009 Estimated	FY 2009/2010 Projected
Migrate to annual reappraisal of all property in Washoe County	52%	100%	100%
Decrease percentage of personal property accounts that need to be estimated	10.47%	8.1%	7.5%
Increase percentage of personal property declarations submitted online	35%	41%	45%
Percent of hand drawn parcel maps and Arc-Info maps converted to Arc-GIS digital format	0	100%	100%
Number of website visits	1,385,857	1,940,000	2,300,000
Number of existing hardcopy documents scanned to digital format	16,464	170,000	60,000



Washoe County Assessor



Joshua G. Wilson

Budget Presentation

Fiscal Year 2009/10



Washoe County Assessor



- **Mission**
 - The mission of the Washoe County Assessor is to serve the community by providing complete, accurate and timely assessments of all property subject to taxation in accordance with applicable statutes and regulations while providing excellent public service.
- **Description of Mandated Services:**
 - Discover, list and value all real and personal property subject to taxation in the County.
 - Create the secured and unsecured tax rolls for ad valorem purposes.
 - Validate the changes in ownership records of real property.
 - Maintain parcel maps for assessment purposes.
 - Track and verify property tax abatement status.
 - Process property tax and rent assistance applications for senior citizens and forward those that qualify to the State Department of Taxation for disposition.
 - Process requests for exemptions on real estate and personal property and approve those that meet NRS requirements.



Accomplishments FY 08/09

- Established and refined the internet presence to streamline and increase efficiency and accuracy in the following areas:
 - On-line submission of personal property declarations by business owners.
 - 41% of declarations received were submitted online; an increase of greater than 15% over the prior year.
 - County Board of Equalization.
 - Provided additional staff to assist Clerk with County Board duties
 - On-line Property Search is a valuable service to the community.
 - # 1 visited web page on the Washoe County website.
- Completed Annual Reappraisal of all Washoe County parcels
 - Approximately 171,000 parcels



Accomplishments FY 08/09 (continued)

- Expanded Geographic Information System
 - New geodatabase for assessment purposes
 - All assessment maps converted to ArcGIS
 - Elimination of redundancy of interdepartmental parcel edits
- Selection and implementation of Personal Property valuation system
 - Current platform lacks functionality and technical support
- Hosted International Association of Assessing Officers 2008/2009 Conference
 - Over 1,000 specialists in the field of assessment attended the three day conference in Reno, NV
 - Assessor staff volunteered nearly 300 hours to make conference a success



Commitment to Efficiency in Government

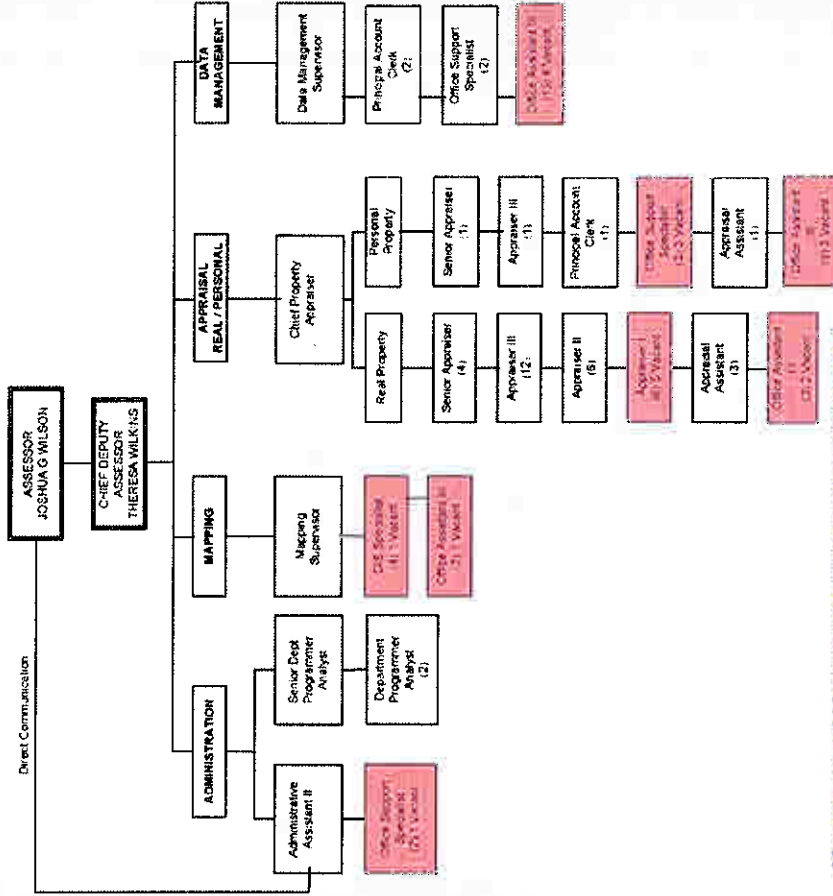
- Despite a continuing decline in staffing levels and an anticipated vacancy rate of 25.9%, the Assessor's Office has been able to increase efficiency of remaining staff by utilizing technological advances and continuous improvement principles.
- International Association of Assessment Officers (IAAO) recommended ratio of parcel count to appraiser is 3750:1. Washoe County Assessor's Office is currently operating at a ratio of 6849:1
- Parcel counts have increased each year and have doubled since 1982
- Leveraged our Technology fund to reduce general fund expenditures throughout the county by purchasing technology for the Assessor's office as well as other county departments who work with our department.
- Continued implementation of cross training of clerical staff for workflow and coverage efficiencies.



Organizational Chart

FY 2009/2010

Washoe County Assessor's Office Organizational Chart



22 vacancies of 86 authorized positions by 9/3/09 (25.9%)

- 12 Office Assistant III
- 4 Office Support Specialist
- 1 GIS Specialist
- 5 Appraiser I

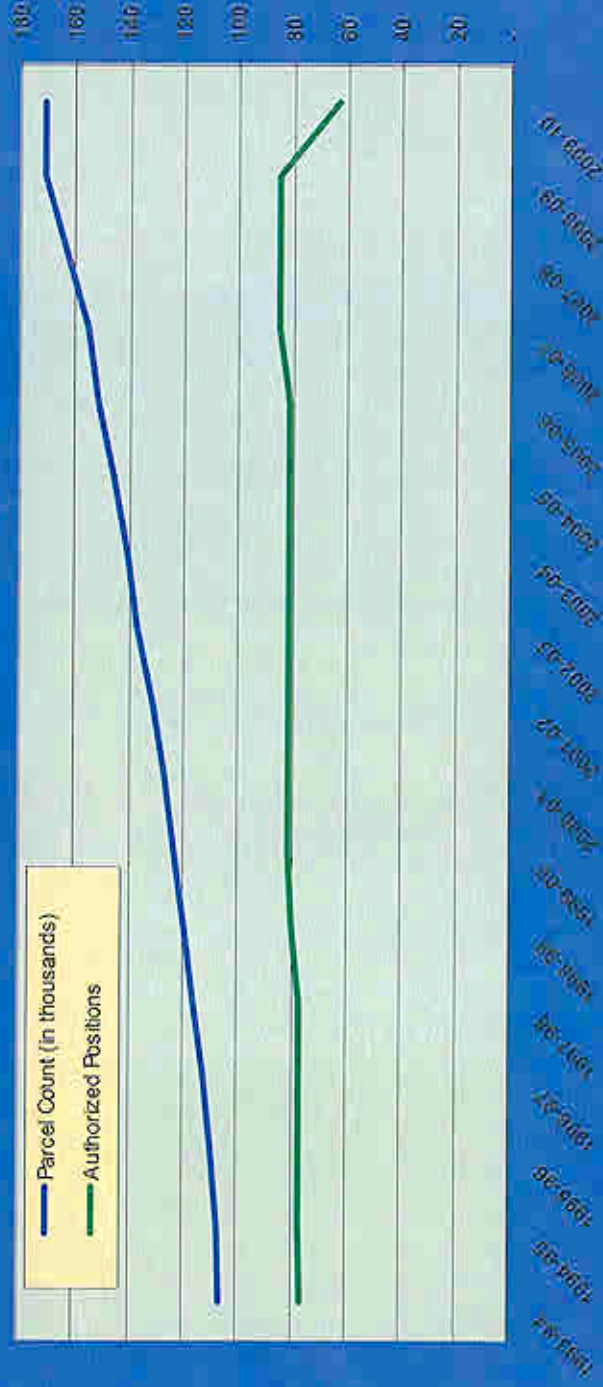
\$1.4 million in Salary Savings

April 2, 2009



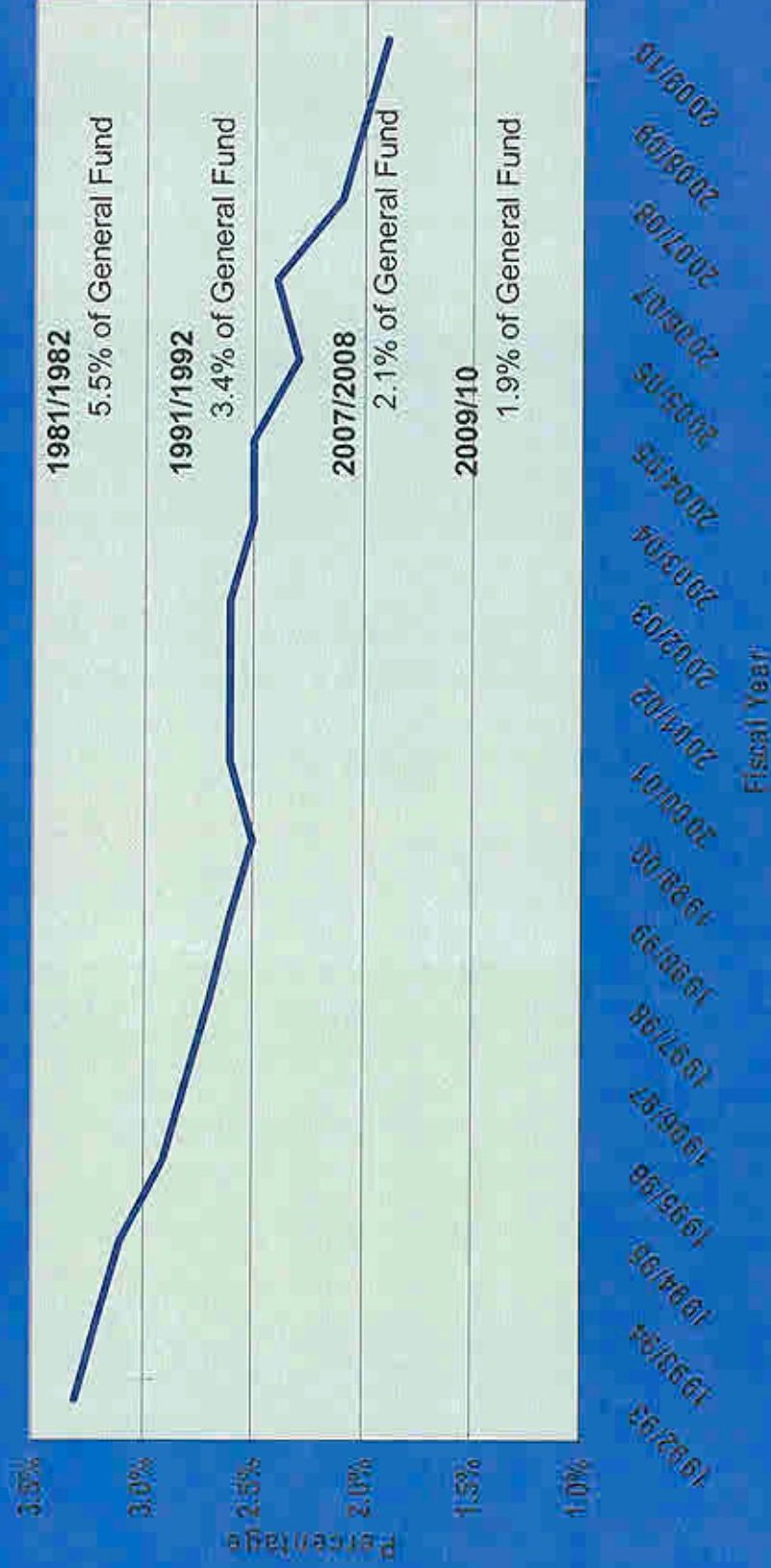
Staffing and Parcel Count

- 1993
 - 76 Employees
 - 105,886 Parcels
- 2009
 - 63 Employees
 - 171,225 Parcels





Assessor's Budget as a Percentage of the County General Fund



Budget Reduction Plan

–The offices of the Assessor and the Treasurer have a unique relationship and provide the basis for property tax revenue which comprises 55% of general fund revenue. Both offices have been fiscally responsible over the past 25 years.

Workload has increased while staffing levels have significantly decreased.

The increase in revenue due to delinquent collections was not factored into initial budget cuts; therefore does not shift additional burden to other departments.

- The plan embraces the budget principles
 - Remains flexible so that future needs can be addressed
 - Allows the Assessor to meet mandates
 - Aligned with strategic priorities
 - Is creative and maximizes resources within and across departments
 - Provides for operational efficiency
 - Acknowledges that employees are our most valuable resource in providing public service



Budget Reduction Plan

- 2,004,000 09/10 Reduction Target
- -547,873 Budget credits
 - » 2.5% wage concession
 - » Mid year services & supply reduction
 - » Mid year staffing reductions
- -754,901 Salary/benefit savings due to voluntary separations
- -78,657 Credit for STI/Manatron agreement
maintenance agreement not paid by Technology Services
- 622,569 Remaining
- -622,569 Credit from Treasurer
 - » delinquent fee collections
- 0 Target met

*Report to the Board of County Commissioners
Fiscal Year 2009/10
Budget Reduction Plan*

SECTION 1: REDUCTION PLAN

Please complete a reduction plan form for each cost center with proposed reductions

Department: **TREASUER**

Division:

Program: **Tax Collection/"County Checkbook"**

Reduction Plan Description: (as part of the description explain how budget principles/budget balancing strategies, and evaluation criteria factor into the reduction plan)

Other than the Collections Division, the Treasurer's mandated functions represent the only Department in the County whose sole function is to generate and preserve revenue. That being said, that function would not be possible without the efforts and products produced by the Assessor. And as valuable as the many necessary and appreciated services provided by the rest of the departments, not many of them could be funded without property tax revenues. Mandated and revenue generating functions have to be considered as two of the top priorities for funding any organization.

That being said, I am proposing a reduction plan that will allow the Treasurer's office to survive changes in legislation, minimize liability exposure, comply with mandates, appreciate and acknowledge the contributions of employees, provide core services, strategically plan for the future, comply with "high level" mandates and expectations, definitely meeting a need and delivering results, providing services for other governmental, as well as internal agencies, utilizing the balancing strategies of Outsourcing, Legislative mandates, consolidation of services, improving operational efficiency, restructuring pay and classification benefits, asset management, In-sourcing, with service level reductions, as well as addressing the impacts of mandates, dollars, public service, stakeholders, program performance, employees, implementation, and revenue generation and production. (These are a majority of the budget balancing principles, strategies, and criteria)

Here are the first seven steps that I will take to reach the Treasurer's target of \$644,000 in order for the Treasurer and the Assessor to accomplish to meet their mandated services in an efficient, effective, and cooperative manner.

Step 1... Continue to Outsource the billing and collection of Special Assessment District levies, where all direct overhead costs are contained within the levy structure, continue to Outsource a major portion of the investment portfolio, and, continue to In Source the collection of Incline Village GID Recreation Fees (on the tax bill) and the Washoe County utility bills as long as we are properly reimbursed and credited for our services.

Step 2... Salary/Payroll Reductions: 2.5% staff and Treasurer (Items 1 & 8, section 2, below)... Three staff separations (Items 5, 6, & 7)...

Step 3... S & S line item reductions: Travel, contractual wages, and OT (Items 2, 3, & 4)... Significant reduction in banking service fees (Item 9) pursuant to the conclusion of our current Request For Proposals process.

Step 4... Receive appropriate credit/reimbursement for collecting and processing utility bills for Water Resources (Enterprise fund). Currently using the equivalent of one FTE... plus the "fair share" of our Document Processor and Mail Opener maintenance agreements (39%). (Item 10)

Step 5... Staff and work flow reorganization: Realigning staff assignments to take advantage of our

Report to the Board of County Commissioners
Fiscal Year 2009/10
Budget Reduction Plan

upgraded technology. While staff is cross trained to accommodate the versatility required to meet the demands of ever changing cyclical priorities, I am proposing to eliminate one Assistant Chief Deputy position (currently unfunded) in exchange for a reclassification of an Account Clerk to a Departmental Computer Application Specialist (Increase expense of \$5,800, Item 12) to fill the need for a Data Base Manager. The intention is to accommodate compliance of mandated functions and critical, statutory, time line requirements while losing three crucial positions.

Step 6... One time Capital Outlay requests: (Items not listed on operating budget sheet below)
A-- Additional server to accommodate additional storage data requirements and to provide a "remote testing environment" to test continuous system upgrades and to meet the increasing demands to run proforma tax calculations...(\$29,000)
B-- Hardware to install IVR system (Interactive Voice Response) to offer an additional option for customers to access their tax information and pay their tax bills. This feature will minimize or eliminate busy signals and "no-answers" on our phone lines...(\$34,000)
C—Point of Sale Equipment to accommodate the acceptance of credit cards at our Customer Service counters....(\$9,000)

The Assessor has offered to assist me in covering these costs from his technology fund.

Step 7... Apply a "credit" to my Budget Reduction Plan for additional revenue to be collected during FY 09-10: Unfortunately, we (Finance and I) have projected a significant increase in real property tax delinquent fees (over \$1M). To minimize the impact on customer service reductions, delays in making bank deposits and mandated collection and reporting requirements, I am proposing a credit of \$216,000 (Item 11) for the "new" revenue to accomplish my \$644,000 "soft target".

**Report to the Board of County Commissioners
Fiscal Year 2009/10
Budget Reduction Plan**

SECTION 2: REDUCTION PLAN FINANCIAL DETAILS (double click to enter data)

Item	Description of Reduction Item	Cost Center	Account(s)	Dollar Impact FY 2009/10
1	2.5 % Wage Reduction WCEA	113100	701110-705330	\$ 35,347
2	Travel Reduction	113100	711210	\$ 4,500
3	Contractual Wages	113100	701150	\$ 15,000
4	Overtime	113100	701300	\$ 3,484
5	Incentive Retirement	113100	701110-705330	\$ 75,167
6	Voluntary Separation	113100	701110-705330	\$ 65,070
7	Involuntary Separation	113100	701110-705330	\$ 75,000
8	Berrum 2.5% contribution	113100	701110	\$ 2,693
9	Reduction in Banking Fees	113100	710140	\$ 100,000
10	Increase "repayment for utility collections" (COWCAP)			\$ 55,194
11	Credit for increased revenues	113100	471301	\$ 218,693
12	Reclass Position	113100	701110-705330	\$ (5,800)
13				
14				
15				
Totals				\$ 644,348

SECTION 3: REDUCTION PLAN IMPACT STATEMENTS

(Describe the impacts of the reduction plan)

Impact to Public: --Phone access will be reduced...will be shutting down at least one phone line, possible two at peak periods when other time sensitive functions need to be done.
 --Longer lines at the customer service counter during peak collection periods and lunch hours.
 --Mail processing, payment posting, and bank deposits, during peak cyclic periods will be slowed from the current 2 days to 4 or more days...(we just reduced the 7 to 10 day delays to 1 to 1 & ½ days last year) .
 --Refunds and adjustments (meaning more refunds) will be delayed, hence, additional interest charges (to us).
 --May not be readily responsive to non-mandated requests for information.

Impact to other Customers: --May not be readily responsive to non-mandated requests for data and information.
 --Cashiering training may be delayed.

Impact to Employees: --Stress levels are already elevated...sick leave is on the rise...cannot predict additional impacts.
 --I can be held personally liable for non-compliance with statutes.
 --The additional 2 days of personal leave granted to employees as a concession for

**Report to the Board of County Commissioners
Fiscal Year 2009/10
Budget Reduction Plan**

the 2.5% salary reduction is an equivalent to a half time employee in this office...good for the employee (they'll need it)...not good for production.

Impact to Stakeholders: --May not be readily responsive to non-mandated requests for data and information.
--Either time delays in apportionments or delays in amounts to be apportioned when posting and processing is delayed.

SECTION 4: CORE PERFORMANCE MEASURES

Please provide the Board performance measurement information on core department activities.

Performance Measure	FY 2007/2008 Actual	FY 2008/2009 Estimated	FY 2009/2010 Projected
Maintain high tax collection rate. Number of tax bills processed in FY	149,789	174,233	180,000
Percentage of all adjusted bills collected within the current year	97.90%	97%	97%
Payment processing time during peak periods in days	2	3	5
Rate of return of WC portfolio as a % of 5 year treasury note rate	103.30%	102%	101%
Assure availability of funds to accommodate cash flow. Average maturity of 3.5 years or less on instruments in combined portfolio	2.86	3.05	2.9

