

**PROGRAM HIGHLIGHTS****FINANCE TREASURY**

<u>SERVICE INDICATORS</u>	<u>Actual 2007</u>	<u>Actual 2008</u>	<u>Estimated 2009</u>	<u>Projected 2010</u>
1. Collection Rate as % of Current Levy	98.4%	98.1%	98.0%	98.0%
2. Property Tax Delinquencies (\$000) (Revised to 6/30)	\$1,100	\$1,600	\$2,000	\$2,000
3. Property Tax accounts processed	13,733	13,823	13,890	13,950
4. Motor-Vehicle-by-Mail month average	40.6%	37.7%	41.0%	41.0%
5. Total Motor Vehicle Registrations	46,472	45,606	42,430	42,500
6. Customer Satisfaction Rating	N/A	93.3%	92.0%	92.0%
7. Investment Yield	5.38%	4.22%	1.31%	1.00%
8. Bond Rating – Moody’s Investor Service	AA2	AA2	AA2	AA2
9. Bond Rating – Standard and Poors	AA	AA	AA	AA

2010 GOALS

- Maintain a property tax collection rate of 98% to insure adequate financial resources for city, school and county.
- Complete and submit all final documents to the DRA in order to obtain a certified tax rate no later than October 31st of each year.
- Contribute to the maintenance or improvements of the City’s current bond ratings. Take appropriate steps to insure various bond issues are properly sized to facilitate compliance with Federal Arbitrage requirements and insure that Arbitrage requirements pertaining to the 2008 bond issue are met such that the City avoids paying an arbitrage rebate or penalty.
- Work with the Fiscal Services Consolidation Team on all Treasury and Collection related activities.
- Review current process for arbitrage analysis to streamline the reporting process to provide better reporting on potential positive arbitrage rebates.
- Evaluate the various payment methods for customer payment processing including credit cards, debit cards and other payment methods to reduce cost of operations.
- In conjunction with the City Controller, fully integrate all trust fund activity into the City’s general ledger as recommended by City auditors.
- Implement the New World Systems cash receipt module to departments using third party software vendor if applicable.
- Review and update Citywide cash handling policy.
- Work with the Control Division to increase participation in Direct Deposit.
- Successfully implement shared administrative support position concept with the Assessing Department and the Clerk’s Office to best manage workload activities in each office.
- Monitor, report upon and pursue all grant opportunities under the American Reinvestment and Recovery Act (ARRA) for which the City may be eligible. Take appropriate steps to increase eligibility by working with the State of New Hampshire and other agencies to insure the City is not unwittingly barred from eligibility for current and future programs. Understand and execute all related grant activities and requirements in accordance with ARRA terms, including transparency.

**FINANCE TREASURY****PROGRAM HIGHLIGHTS**

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2009 GOALS STATUS

1. Maintain a property tax collection rate of 98% to insure adequate financial resources for city, school and county.  
9-Month Status: The collection rate as of March 2009 is 93.3%. The Tax Office has stepped up efforts to reach the goal of 98% by June 30, 2009. The Tax Collector and Deputy Tax Collector have increased the number of site visits to delinquent tax payers. In addition, Collection staff called all accounts that have outstanding taxes for the 2007 tax year.
2. Contribute to the maintenance or improvement of the City's current bond ratings.  
9-Month Status: Both the City Treasurer and Deputy City Manager-Finance understand the issue at hand with the rating agencies that is necessary to maintain our current rating or improve it. With the bond sale in August 2008, we did have a minor set back with a change in the rating from Moody's to a negative outlook compared to the positive outlook we held for some time. There was no change in the rating from Standard & Poor's.
3. Treasury Office staff to become proficient with the new computer software for both MuniSmart property taxes software package and the New World Logos system.  
9-Month Status: The staff has done a great job in learning both systems. This as an ongoing process in order to maximize the full potential of the software.
4. Complete and submit all final documents to the DRA in order to obtain a certified tax rate no later than October 31st of each year.  
9-Month Status: The Tax Office works diligently in trying to meet this goal by keeping in touch with various City departments, the DRA and Concord School District. We did not meet the goal this year so we will need to step back and review so we can attain this goal going forward.
5. Reorganize the accounting process for trust funds to insure timely year-end trust transfers and year-end journal entries.  
9-Month Status: The City Treasurer worked with the Deputy City Manager-Finance and the Citizens Bank Trust Manager to allocate the trust into three new funds. The trust was divided into three sectors to meet the investment objective for each sector.
6. Review current process of collecting delinquent taxes in conjunction with the new property tax software.  
9-Month Status: The Tax Collector and Deputy Tax Collector have worked with property tax software vendor (MuniSmart) through their customer user group to provide ideas to enhance their software. This collaborative effort will continue.
7. Modify and implement Investment Policy revision to comply with GFOA recommended practice for collateral perfection.  
9-Month Status: The Treasurer is serving on the advisory committee on collateralization to the N.H. Banking Commissioner to update Ban 1450.01. The Treasurer has worked with Citizens Bank to ensure we are in compliance with the FIERRA Act of 1989 to further protect our funds in case of a bank failure.
8. Distribute Cash Receipting process to departments by December 31, 2008.  
9-Month Status: This is a collaborative effort by both the Treasury and Finance office. A team has been formed to review cash handling procedures and has met once to start laying the ground work. It was decided to wait until the 5.2 SP4 Logos update was in place before attempting to decentralize the cash handling process. The Deputy City Treasurer and the Internal City Auditor have started to conduct internal audits for various City departments in order to have a better handle on how the different departments operate and how we can integrate them into the City's financial system.

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9. Evaluate the various payment methods for customer payment processing including credit cards, debit cards and other payment methods to affect reduced cost of operations. Look at how we can get customers to conduct business remotely and move operations to the back office wherever practical.  
9-Month Status: At the request of tax payers, an ATM machine was installed in the lobby of City Hall to assist customers wanting to pay by debit or credit card. The City Treasurer is currently reviewing the various options available to accept credit cards on-line for property taxes with a plan to implement by July 1, 2009.
  
10. In conjunction with the City Controller, implement positive pay as a means of improved fraud prevention by December 31, 2008.  
9-Month Status: Positive Pay was implemented in August 2008.

**FINANCE TREASURY****BUDGET DETAIL**

	2006 ACTUAL	2007 ACTUAL	2008 ACTUAL	2009 BUDGETED ENCUMBERED	2009 ESTIMATED	2010 FISCAL YEAR BUDGET
<b>REVENUE</b>						
M.V. ADMIN CHARGES	\$39,036	\$38,541	\$40,007	\$40,000	\$39,150	\$39,960
DELINQUENT TAX INTEREST	\$348,474	\$354,911	\$466,511	\$425,000	\$550,000	\$490,500
MOTOR VEHICLE AGENT FEE	\$93,508	\$94,945	\$96,355	\$97,500	\$98,790	\$118,800
MOTOR VEHICLE REGISTRATION	\$5,636,297	\$5,491,026	\$5,326,909	\$5,000,000	\$5,098,060	\$5,100,000
M.V. TRANS SURCHARGE	\$174,464	\$172,625	\$170,879	\$174,550	\$174,630	\$179,775
BOAT REGISTRATION FEE	\$4,218	\$0	\$0	\$0	\$0	\$0
INTEREST ON INVESTMENTS	\$1,384,569	\$1,342,085	\$1,277,796	\$685,000	\$423,880	\$157,680
<b>Total</b>	<b>\$7,680,565</b>	<b>\$7,494,132</b>	<b>\$7,378,457</b>	<b>\$6,422,050</b>	<b>\$6,384,510</b>	<b>\$6,086,715</b>
<b>APPROPRIATIONS</b>						
COMPENSATION	\$345,093	\$334,118	\$347,742	\$360,710	\$364,975	\$367,910
OUTSIDE SERVICES	\$78,479	\$89,477	\$82,850	\$80,062	\$65,115	\$74,526
SUPPLIES	\$25,545	\$18,032	\$19,202	\$29,171	\$19,310	\$21,030
INSURANCES	\$3,932	\$3,950	\$4,109	\$4,620	\$4,900	\$5,285
FRINGE BENEFITS	\$127,187	\$128,069	\$137,709	\$148,450	\$119,030	\$128,056
<b>Total</b>	<b>\$580,237</b>	<b>\$573,647</b>	<b>\$591,611</b>	<b>\$623,013</b>	<b>\$573,330</b>	<b>\$596,807</b>
				<b>\$11,371</b>		

<u>POSITION TITLE</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
City Treasurer	1.00	1.00	1.00	1.00
Deputy City Treasurer	1.00	1.00	1.00	1.00
Fiscal Supervisor	1.00	1.00	1.00	1.00
Fiscal Technician II	5.00	5.00	5.00	*4.50
Administrative Technician II	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	** <u>0.24</u>
Total	8.00	8.00	8.00	7.74

\* One Permanent Part-Time Fiscal Technician II position (.5 FTE) eliminated.

\*\* .24 FTE Administrative Technician II position added and shared among first floor offices.

**FUNDING IMPACT****FINANCE TREASURY**

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Permanent Part Time Expense – The reduction in staff could result in longer wait times for walk-in customers performing motor vehicle registration or paying a property tax bill. Response time in answering telephone calls or customer billing inquiries will take longer as a result of less staff as well.

In light of staffing reductions within the Division, a shared administrative support position (Assessing, Finance-Treasury, and Clerk's Office) has been made available to assist in the management of the increasing workload.

**FINANCE TREASURY**

**NOTES**

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