

**Treasurer-Tax Collector/Public Administrator/Clerk/Registrar
Final Performance Plan
FY 2008-09**

I. MISSION STATEMENT

The mission of the Treasurer-Tax Collector-Public Administrator-County Clerk-Registrar of Voters is to provide a responsive, efficient and professional approach in service to our community, to inspire trust and confidence in our work and to promote participation for all citizens in the election process.

II. DEPARTMENT OVERVIEW

The office of the Treasurer-Tax Collector-Public Administrator-County Clerk-Registrar of Voters is an elected position overseeing the following divisions and programs:

- Treasurer
- Tax Collector
- Central Collections
- Public Administrator
- County Clerk
- Registrar of Voters

Treasurer

The Treasurer is responsible for the receipt, investments, safekeeping, banking, and accounting of over \$800 million on behalf of the County, school districts, colleges and certain special districts.

Tax Collector

The Tax Collector is responsible for the billing, collection and payment enforcement of taxes levied for the County and other taxing agencies including schools, cities and special districts located within the County.

Central Collections

The Central Collections Unit provides billing and collection services for County departments' accounts receivables and handles difficult accounts requiring collection expertise.

Public Administrator

The Public Administrator is responsible for investigating, safeguarding and inventorying all assets of the Public Administrator estates, as well as the administration of court-ordered estates and trusts.

County Clerk

The County Clerk processes, files and indexes documents including fictitious business name statements, marriage licenses, domestic partnerships, notary certificates, oaths of office, Environmental Impact Reports, registration of professional photocopiers and process servers, business licenses, and various permits. As Commissioner of Civil Marriages, the County Clerk and deputy clerks also perform marriage ceremonies. State law and local ordinances mandate the duties of the County Clerk, which are offset by fees. The County Clerk's office is also designated as a passport agency by the U.S. Department of State by processing passport applications. These services provide the County with added revenue to offset the County Clerk's overall operating costs.

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Registrar of Voters (Elections Office)

The Registrar of Voters' responsibilities include registering voters, maintaining voter registration files, conducting Federal, State, County, and school elections, conducting municipal and special district elections at the request of the governing bodies, and verifying initiative, referendum, and recall petitions. The Registrar also maintains information on office holders and candidates as required by the Fair Political Practices Commission.

III. ACCOMPLISHMENTS FY 2007-08

- Received a positive report from the Marin County Grand Jury that found the department is well managed, performs its assigned duties at or above acceptable levels, and provides good services to the public
- Implemented provisions of new Federal law known as Help America Vote Act (HAVA), which included the selection and purchase of ADA compliant voting machines for each polling place
- Purchased and implemented a new Marriage License System to comply with new mandates and code provisions in accordance with Assembly Bill 1102
- Upgraded the positive pay process with the bank to more quickly and easily manage payments activities, reduce the risk check fraud and cut overall service costs.

IV. GOALS AND INITIATIVES FY 2008-09

GOAL 1: Perform the various functions of the Department in a cost effective and responsive manner in service to our community

FY 2008-09 Initiatives

1. Review banking and investment costs to insure competitive fees schedules
2. Develop a formal agreement or contract with departments to provide Accounts Receivable services and relief from accountability for uncollectible accounts

GOAL 2: Ensure high quality internal and external customer service through improved communications and business processes

FY 2008-09 Initiatives

1. Continue to work towards combining the public counters of the Assessor and the Tax Collector to improve customer service
2. Improve signage within the office to improve public access to services

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GOAL 3: Ensure community trust by providing fair, accessible and effective elections

FY 2008-09 Initiatives
1. Develop a County employee poll worker program given the difficulty in recruiting community based poll workers
2. Promote an outreach effort to inform voters of the vote by mail option
3. Finalize the balance results of the split primary election in June 2008 and conduct the Presidential election in November 2008

V. KEY CHALLENGES AND OUSTANDING ISSUES

- Large number of upcoming retirements in all areas of the department resulting in the need for training and development of new hires
- Upgrade to the County's property tax assessment, billing and collection system in conjunction with the offices of the Auditor-Controller, Assessor and Information Services requires staff time above and beyond their normal duties

VI. PERFORMANCE MEASURES

PUBLIC ADMINISTRATOR

PROGRAM DESCRIPTION

The Public Administrator is responsible for investigating, safeguarding and inventorying all assets of certain estates, as well as the administration of court-ordered estates and trusts. In safeguarding assets, the Public Administrator takes immediate possession of deceased persons' assets when a relative or next of kin cannot be ascertained.

The Public Administrator also administers estates when there are no relatives or written will appointing an administrator, or when the family is not able to take charge of the estate. The office seeks full cost recovery as provided for in the Probate Code.

OBJECTIVE: Increase the community's awareness of the services provided by the Public Administrator's office, and the benefits of estate planning

Measures	FY 06-07 Actual	FY 07-08 Estimate	FY 08-09 Estimate
Workload Measures			
Number of staff hours to create and update the website	30	25	30
Number of hits received on the Public Administrator's website	n/a	6,163	6,500
Number of informational workshops conducted	n/a	10	10

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Measures	FY 06-07 Actual	FY 07-08 Estimate	FY 08-09 Estimate
Effectiveness Measures			
Percent of cases without estate plans	85%	83%	84%

Department Comments:

As the population of Marin County ages, it is important for our office to cope with the workload and be prepared to maintain the high level of service that we currently provide.

CENTRAL COLLECTIONS

PROGRAM DESCRIPTION

The Central Collections Unit of the Treasurer-Tax Collector Department assists in the financial support of County programs and services by collecting outstanding revenue owed to County departments.

OBJECTIVE: Increase the accuracy of information on County departmental collection assignments submitted in order to more efficiently pursue collection accounts

Measures	FY 06-07 Actual	FY 07-08 Estimate	FY 08-09 Estimate
Workload Measures			
Number of staff hours to create and modify template	240	160	140
Percentage of requests submitted electronically by departments	45%	50%	60%

Department Comments:

These performance measures are important to estimate the number of hours and staff to successfully implement the Central Collections program.

OBJECTIVE: Increase the number of paid in full collection accounts to the County each fiscal year

Measures	FY 06-07 Actual	FY 07-08 Estimate	FY 08-09 Estimate
Workload Measures			
Number of accounts processed annually	7,543	7,450	7,500
Number of hours to upgrade computer system and train staff on functions of system	n/a	80	120

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Measures	FY 06-07 Actual	FY 07-08 Estimate	FY 08-09 Estimate
Effectiveness Measures			
Percentage of accounts resolved and fully collected annually	80%	82%	82%

Department Comments:

These performance measures are important to determine overall success in resolving as many accounts as possible with the available resources.