

Revenue Department

Department Summary

		FY 2003 Actual	FY 2004 Adopted Budget	FY 2004 Current Budget	FY 2005 Adopted Budget
Personal Services	\$	2,764,029	2,915,989	3,028,158	3,012,616
Operating Expenses		1,085,817	1,228,689	1,279,669	1,349,869
Capital Outlay		0	20,750	20,750	12,750
Expenditure Totals	\$	3,849,846	4,165,428	4,328,577	4,375,235
Intergovernmental Revenue	\$	0	0	0	0
Fees & Other Revenues		1,201,431	1,150,000	1,171,200	1,184,670
Revenue Totals	\$	1,201,431	1,150,000	1,171,200	1,184,670
Number of FTEs		62.00	62.00	62.00	62.00

Department Description

The Wake County Revenue Department is responsible for listing, appraising and assessing all real estate, personal property, and registered motor vehicles within Wake County, its twelve municipalities and related service districts. It is charged with collecting all current and delinquent taxes on this property. In addition to property tax, the department oversees the billing and collection of Prepared Food & Beverage Tax, Rental Vehicle Tax, Special Assessments, and various licensing and permits.

In FY 2004 the department issued approximately 933,471 tax bills for a total tax levy of \$412.7 million. The tax base is comprised of 269,600 real estate parcels, 618,000 registered motor vehicles and various business and personal property. The department uses the latest technology,

automation and training to successfully carry out its duties.

List of Major Services

- Valuation of Real Property
- Valuation of Personal Property
- Collection Services
- Auditing of Personal Property
- Collection and Auditing of Prepared Food & Beverage Taxes
- Tax Billing
- Regional Collection Centers

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Business Plan Priorities

The department's top priority is to deliver to citizens the highest level of customer service possible. At the same time, the department strives to deliver the highest quality product, including accurate valuations and a complete listing of all property - taxable and exempt - within the jurisdiction of the County's Revenue Director. In delivering these services to the customer, the department controls costs and works as efficiently as possible. The department's goal is to increase productivity and decrease overall cost.

The department is working to increase the integration of its databases so that customer service agents can quickly research a wide variety of questions from citizens. This will reduce handoffs and cycle times, thereby increasing customer satisfaction. Customer service agents need to be cross-trained in the area of property valuation and tax collection.

Highlights

The department continues to refine the implementation of a performance management system that monitors agents' transactions, valuation accuracy, collections and service. The department now evaluates performance of the unit as a whole by analyzing activity on a department-wide basis. By tracking the volume and types of questions coming from customers, the department can take steps to reduce the volume of these questions or change processes to deal more quickly with them. For more than a decade, Revenue has maintained detailed demographics of all components of the real estate base, personal property tax base and collection activities. This deep history of activity is key in making decisions that will take us into the future.

The most significant improvement is well underway within the Revenue Department - redesigning software and integrating activities into a seamless delivery of services. The billing system activities were com-

pleted in 2000 and resulted in significant improvement in productivity and customer service. The collection system has been completed and was put into production in March 2003. This allows the department significant improvement in managing the County's delinquent taxes by ensuring that agents are delivering quality service to customers and that customers are following through with obligations to make payments. It also provides tools for improving projections of the amount and the timing of revenue collections.

The real estate component of the system rewrite is approximately 90% complete. Construction of the system is scheduled for completion in December 2004. In FY 2005, the real estate system will automate the field data collection activities, which will again increase productivity and deliver better service and more accurate data to customers. The County currently has nine satellite locations for revenue collection. During FY 2004 the Revenue Department added satellite locations in Rolesville and Wake Forest but lost one location when the City of Raleigh closed its police substation at Townridge Shopping Center. During FY 2005, a new location will become available in Holly Springs.

The Revenue Department partnered successfully with the North Carolina Association of County Commissioners to create a unified property tax software system in North Carolina. The department developed a comprehensive property tax administration, collection, billing and appraisal system for all types of property, including taxable and exempt, with the dual purpose of making the data more accessible.

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Performance Measures	FY 2003 Actual	FY 2004 Actual	FY 2005 Objective
Assessment Ratio	91.80%	90.93%	88.20%
Property Tax Collection Rate	98.31%	98.82%	98.70%
Cost Per Tax Bill	\$5.25	\$5.25	\$5.25
Phone Calls Answered Per Phone Agent	9,410	9,500	9,300
Total Tax Bills	902,977	933,900	967,900
Total Phone Calls	194,824	161,497	170,000
Real Estate Parcels	249,750	269,655	278,644

