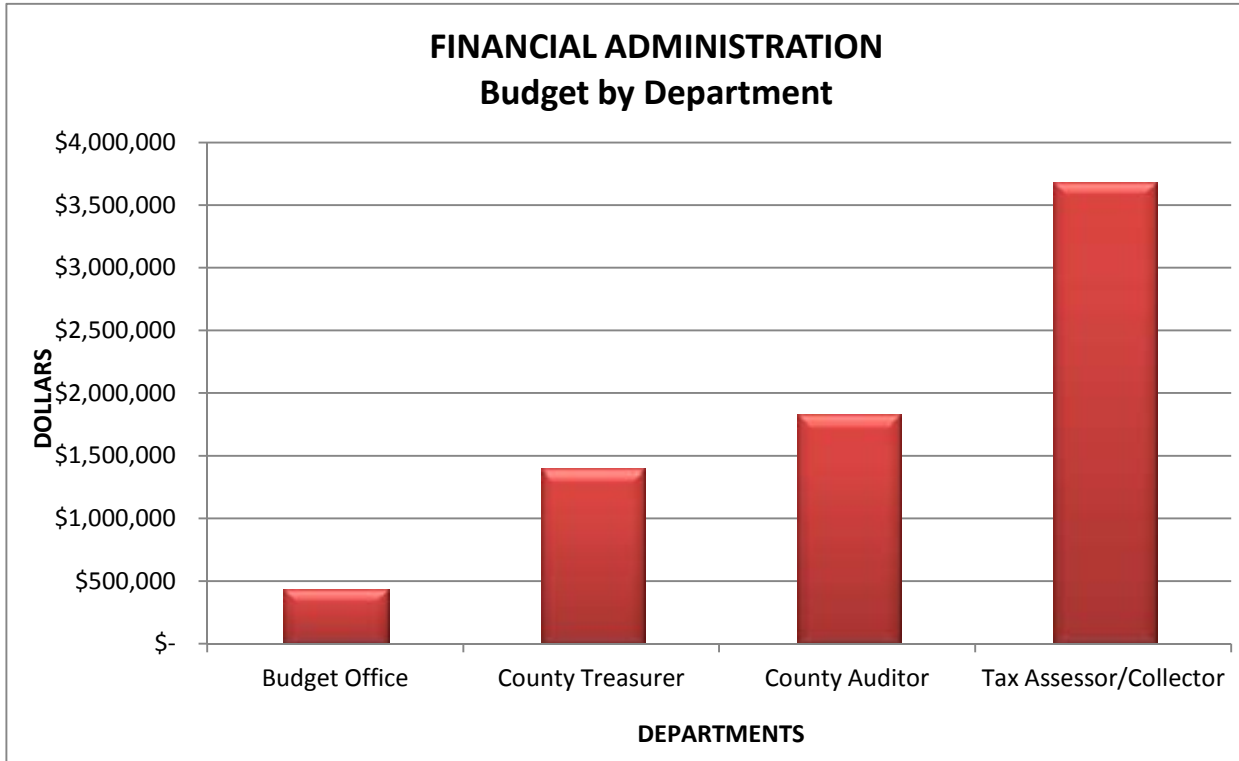
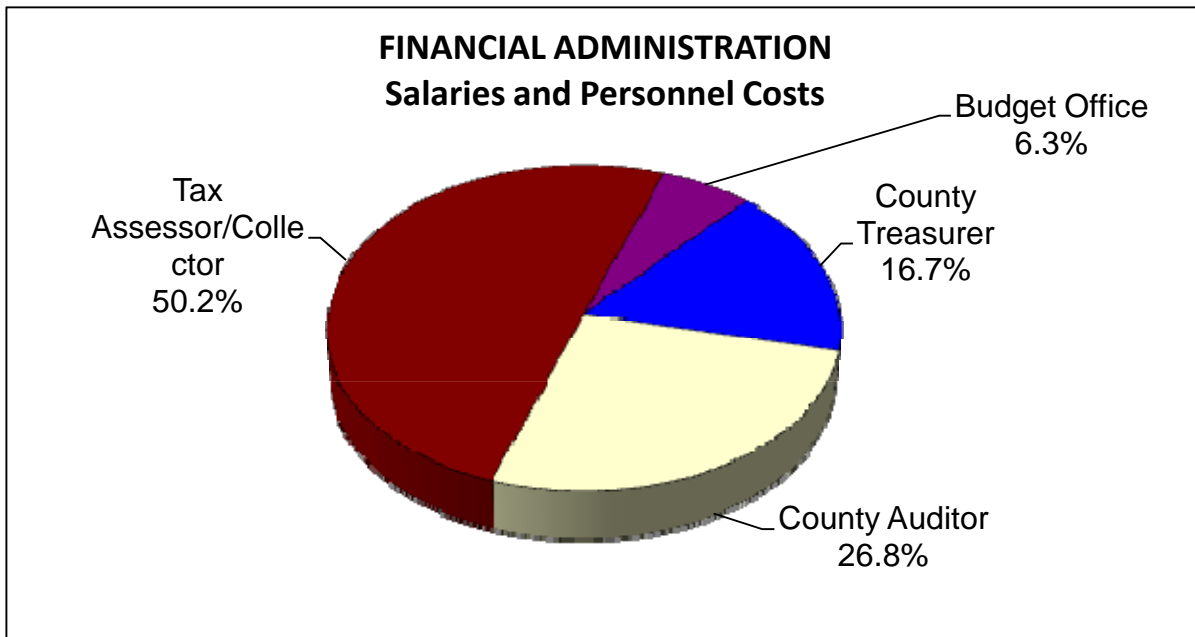


## FINANCIAL ADMINISTRATION



Financial Administration consists of 4 departments of which the Office of the Tax Assessor/Collector has the largest budget. Salaries and Personnel Costs from the four departments make up 91.6% of the Financial Administration budget with Operating and Training Costs and Information Technology Costs, generating 8.4%, .04%, respectively. The graph below shows a breakdown of Salaries and Personnel.



## FINANCIAL ADMINISTRATION

### HISTORY OF FULL TIME EQUIVALENTS

<b>Financial Administration</b>	<b>2011 FTE's</b>	<b>2012 FTE's</b>	<b>2013 Full-time</b>	<b>2013 Part-time</b>	<b>2013 Total FTE's</b>	<b>2013 Total Cost</b>
Tax Assessor/Collector	68.38	66.00	66.00	0.00	66.00	\$ 3,380,855
County Auditor	25.20	24.75	24.00	0.75	24.75	\$ 1,800,378
County Treasurer	11.00	10.00	10.00	0.00	10.00	\$ 647,448
Court Collections	2.00	2.00	2.00	0.00	2.00	\$ 106,421
EMS Collections	7.00	7.00	7.00	0.00	7.00	\$ 370,375
Budget Office	5.00	5.00	5.00	0.00	5.00	\$ 423,141
<b>TOTAL FTE</b>	<b>118.58</b>	<b>114.75</b>	<b>114.00</b>	<b>0.75</b>	<b>114.75</b>	<b>\$ 6,728,618</b>

### FINANCIAL ADMINISTRATION EXPENSE BUDGET

<b>CATEGORY</b>	<b>2011 ACTUAL</b>	<b>2012 ADOPTED</b>	<b>2013 ADOPTED</b>
Salaries and Personnel Costs	\$ 6,548,383	\$ 6,730,732	\$ 6,728,618
Operating Costs	\$ 593,433	\$ 609,036	\$ 617,344
Information Technology Costs	\$ 17,075	\$ 11,532	\$ 3,047
Capital Acquisitions	\$ 0	\$ 0	\$ 0
<b>TOTAL</b>	<b>\$ 7,158,890</b>	<b>\$ 7,351,300</b>	<b>\$ 7,349,009</b>

The table above summarizes the expense budgets of all Financial Administration departments.

## TAX ASSESSOR/COLLECTOR

### MISSION

The County Tax Assessor/Collector (TAC) strives to provide the friendliest, efficient and professional tax collection services for taxpayers of Fort Bend County. The office continues to provide expert and timely tax research and information referral. The TAC must efficiently collect property taxes, automobile/truck and trailer taxes, vehicle registration fees, beer/wine & liquor fees, and provide all services relating to these collections.

The TAC is responsible for funding 84.99% of the county budget. The mission must be accomplished in the most cost effective, fiscally responsible manner.

### VISION

The Tax Office team is focused on providing taxpayers with superior customer service by phone, fax, by internet, credit/debit card or in office or by drive through service. In addition, the Tax Assessors office will continue to focus on cross training clerks in the areas of property tax collection and automobile registration to create a full service environment for the public. Our focus is on the future growth of Fort Bend County and to insure excellent customer service and customer friendly offices in key areas of the county by:

1. Insure there is adequate staffing in the Richmond office and all satellite locations to better serve taxpayers in specific areas.
2. Established security system in all offices to protect the staff and public from harm.
3. Become a friendly, efficient resource for the citizens of Fort Bend County.
4. Work with County Records management to take over document imaging of Tax Office Documentation.
5. Install a PA system in Richmond. To notify "in office" Taxpayers and staff of emergencies.

### GOALS

The FY2013 goals and objectives listed below will support and enhance the mission of the Tax Assessor/Collector's office.

#### GOAL 1

##### **Tax Office:**

**Provide a centralized filing system for the tax office. (2014)**

**Centralize PA system for Richmond Office (2014)**

**Image documentation is currently being imaged with Winward Group in accordance with the State Archive Retention Schedule.**

**Work with County Records Management team to take over the Imaging project in the 2014 Budget.**

## **TAX ASSESSOR/COLLECTOR**

### **GOAL 2**

#### **Taxpaying Public:**

**Imagr documentation is currently being imaged with Winward Group in accordance with the State Archive Retention Schedule. Work with County Records Management team to take over the Imaging project in the 2014 Budget.**

**To increase and secure automation of the collection process and procedures in these ways:**

- Objective 1** To continue cross-training staff.
- Objective 2** To provide a security system for staff and public.

### **GOAL 3**

#### **Credit Card Collections:**

**To work with depository bank and the Credit Card companies to provide the best automated services to the tax payer**

- Objective 1** Provide property taxpayers access to an automated pay by phone system for license renewals and tax payments. (2014)
- Objective 2** Be able to make debit card transactions for property and auto payments at the drive through windows of the Richmond Office. (2015)

### **GOAL 4**

**State: To work with the State of Texas to automate the TABC reporting.**

- Objective 1** TABC report Automation (March,2015)

**Tax Office Auto Department- Work with State of Texas.**

- 1. Participate in pilot program for Texas Division of Motor Vehicles to transition to web-based Registration Title computer System. (2013)**

### **GOAL 5**

#### **Property Tax Bills:**

**Issue and mail property tax bills in October**

- Objective 1** To calculate the effective & rollback rate for 37 taxing entities by August 8<sup>th</sup> yearly
- Objective 2** Assist the Budget Officer and Commissioner's Court to meet the legislative tax rate deadline of September 30 which will allow early collection of taxes for all entities and avoid postponed hearings, extra cost for "short time" printing of tax bills, and staff overtime hours for balancing the tax roll dollars.

## TAX ASSESSOR/COLLECTOR

### GOAL 6

#### **Tax Jurisdictions' Collection Services:**

**Provide expert and cost effective collection services to all taxing entities in the county.**

- Objective 1** Eliminate duplication of services allowing taxing entities to redirect the funds used to operate a tax office to other needed areas of maintenance and operation.
- Objective 2** Enhance lockbox processing to streamline reporting and distribution of funds.

### GOAL 7

#### **Accounting:**

**To provide expert services to the 37 entities Tax Office Collects:**

- Objective 1** Remit all property tax collections to the governmental entities
- Objective 2** To remit delinquent attorney fees on their collections monthly
- Objective 3** Provide immediate information and attention to all entities thru proper department within the tax office daily
- Objective 4** Scanning Documentation with Winward Group

### GOAL 8

#### **Tax Abatements:**

**Insure new Tax Abatements requirements are met in the contracts approved by Commissioners Court.**

**Perform audit of active abatement accounts for contractual compliance 2012. (Random audit in 2013)**

**There are 35 active in 2012, a projected 7 future abatements in 2013. Tax value is exempt by percentage on tax abatements. Positive effects are additional value added to tax roll for improvement value, personal property value, and inventory & supplies and if in city limits, additional sales tax is collected.**

### GOAL 9

**TIRZ (Tax Increment Investment Zones)**

- Objective 1** To calculate 7 TIRZ for County, Cities and School and disburse payments correctly. (By March 1 & July 1)
- Objective 2** Director/Division supervisor to automate and electronically disburse TIRZ payments to entities.

## **TAX ASSESSOR/COLLECTOR**

### **GOAL 10**

#### **Administrative**

**To continue education classes for administrative personnel and employees in the Tax Office.**

1. Attend Texas Association of Counties seminars for training of tax, accounting, and administrative personnel (2013).
2. Continue education with the Texas Association of Assessing Officers and Tax Assessor Collector Association (2013)
3. Certify Registered Texas Assessors and Registered Texas Collectors (2013)
4. Attend Certified School Tax Administrator classes for training of administrative personnel involved in school tax calculations. (2013)
5. Use Webinar classes or Human Resources instruction for staff and employees.
6. Attend County Investment Officer Training, Level II 2013)
7. Provide in-house educational seminars for employees as part of ( 2013) cross training.
8. Provide In-House training for RTA certification classes. (2013)

## TAX ASSESSOR/COLLECTOR

FUND: 100 General

ACCOUNTING UNIT: 100499100 Tax Assessor/Collector

### EXPENSE BUDGET

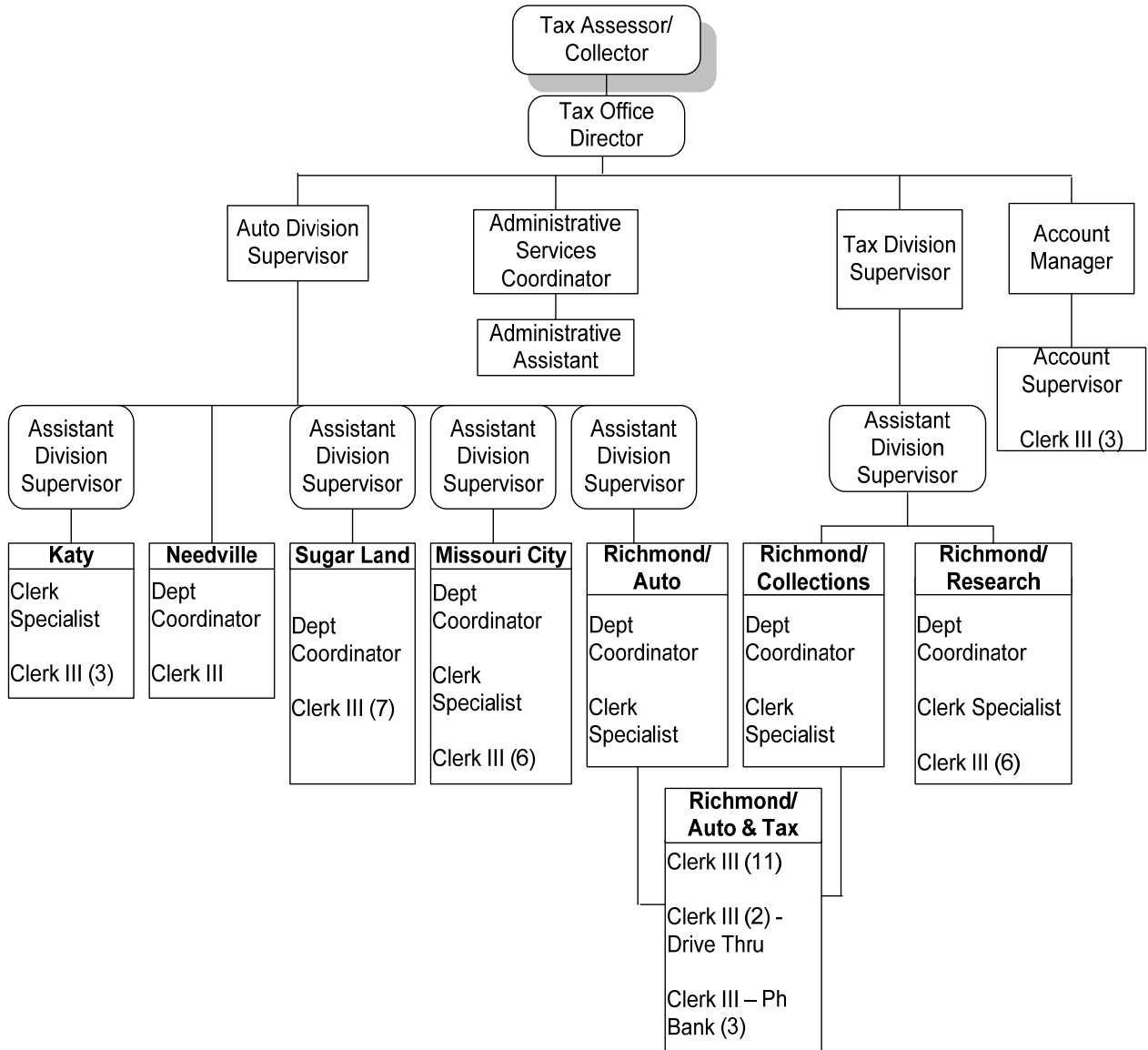
CATEGORY	2011 ACTUAL	2012 ADOPTED	2013 ADOPTED
Salaries and Personnel Costs	\$ 3,308,640	\$ 3,361,649	\$ 3,380,855
Operating Costs	\$ 296,791	\$ 288,412	\$ 301,305
Information Technology Costs	\$ 6,559	\$ 1,300	\$ 1,430
Capital Acquisitions	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 3,611,990</b>	<b>\$ 3,651,361</b>	<b>\$ 3,683,590</b>

### 2013 AUTHORIZED POSITIONS

Job Title	Job Code	Grade	Count
Tax Assessor/Collector	0003	00	1
Clerk II	0607	06	8
Clerk III	0708	07	33
Administrative Assistant	0800	08	1
Clerk Specialist	0813	08	5
Department Coordinator	9018	09	7
Accounting Assistant	9000	09	1
Assistant Division Supervisor	10057	10	5
Division Supervisor-Tax/Auto	11071	11	1
Administrative Services Coordinator	10001	10	1
Accounting Manager	11001	11	2
Tax Office Director	14018	14	1
<b>Total Authorized Positions</b>			<b>66</b>

# TAX ASSESSOR/COLLECTOR

## ORGANIZATION CHART





## COUNTY AUDITOR

### MISSION

The mission of the County auditor is to independently oversee all county offices to ensure the compliance with state law and county policy. The County Auditor aggressively administers a program of internal auditing to provide the county with a very high level of confidence that county assets are safeguarded to the highest reasonable degree. The County Auditor, as the official keeper of accounts for the County, designs and administers the record keeping system for the entire County and maintains the highest standard of care to ensure the integrity of all accounting records and reports.

### GOALS

#### GOAL 1

**Review adequacy of all existing audit programs.**

**Objective 1** Add new audit programs if necessary.

**Objective 2** Rewrite programs if necessary.

#### GOAL 2

**Continue the current high standards of the financial report.**

**Objective 1** Continually to earn the *Distinguished Financial Reporting Award*.

#### GOAL 3

**Reduce manual processes to eliminate data entry by journal entry.**

**Objective 1** Interface third party software with current software to eliminate manual entry of information.

#### GOAL 4

**Minimize the number of accounting units (funds) the County currently maintains.**

**Objective 1** Consolidate or eliminate accounting units where feasible.

## COUNTY AUDITOR

PERFORMANCE MEASURES	2011 ACTUAL	2012 ACTUAL	2013 PROJECTED
Earn the Government Financial Officers Association's Certificate of Excellence for the Comprehensive Annual Financial Report (CAFR)	Yes	Yes	Yes
Average time to process bills by Accounts Payable to take advantage of vendor discounts	10-12 Days	8-10 Days	8-10 Days
Automate manual processes to reduce the number of journal entries processed on an annual basis.  *estimated	1,000	1,000	950

FUND: 100 General

ACCOUNTING UNIT: 100495100 County Auditor

### EXPENSE BUDGET

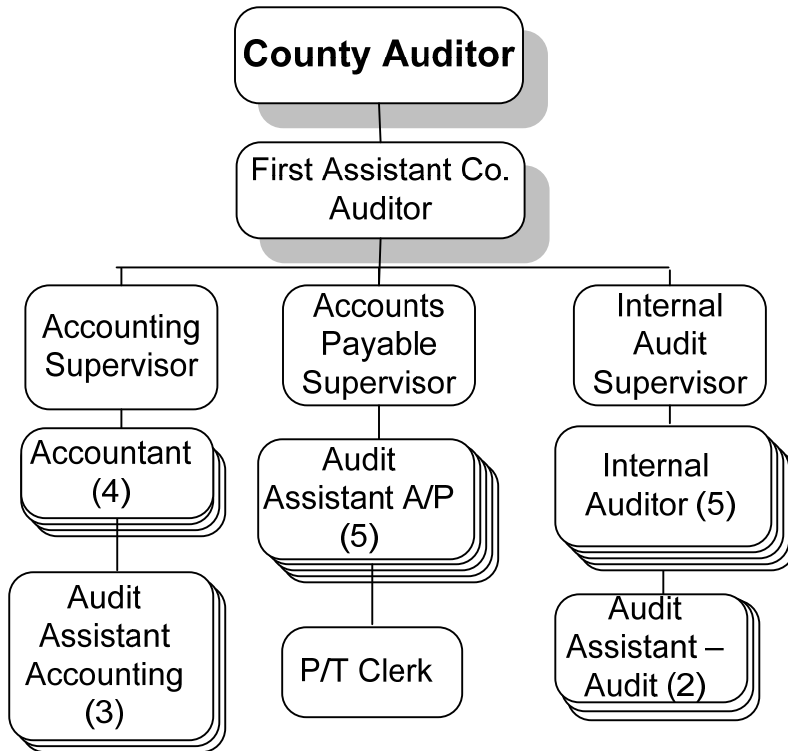
CATEGORY	2011 ACTUAL	2012 ADOPTED	2013 ADOPTED
Salaries and Personnel Costs	\$ 1,695,855	\$ 1,777,022	\$ 1,800,378
Operating Costs	\$ 20,357	\$ 20,111	\$ 28,771
Information Technology Costs	\$ 5,624	\$ 200	\$ 200
Capital Costs	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 1,721,837</b>	<b>\$ 1,797,333</b>	<b>\$ 1,829,349</b>

### 2013 AUTHORIZED POSITIONS

Job Title	Job Code	Grade	Count
Audit Assistant Accounting	09008	09	2
Audit Assistant Accounts Payable	09009	09	2
Audit Assistant Internal Auditor	09010	09	1
Audit Assistant II	10073	10	5
Internal Auditor	11029	11	3
Accountant	11000	11	1
Senior Internal Auditor	12084	12	2
Senior Accountant	12085	12	3
Accounting Supervisor	14000	14	1
Accounts Payable Supervisor	13037	13	1
Internal Audit Supervisor	14014	14	1
County Auditor	16001	16	1
First Assistant County Auditor	14032	14	1
<b>Total Authorized Positions</b>			<b>24</b>

# COUNTY AUDITOR

## ORGANIZATION CHART



## COUNTY TREASURER

### MISSION

The mission of the County Treasurer is to serve as the chief custodian of county finance. Basic duties include receiving, keeping and accounting, paying, applying, and disbursing all monies belonging to the County. Additional duties include: original reconciliation and safekeeping of county bank accounts; custodian of bail bond collateral; financial manager and coordinator of all revenue bond funds, including initial issuance, establishment of accounts, acceptance of original funds, payment of accounts; Agent for state reports and payments on certain accounts; and facilitator for social security, county retirement, group health insurance, credit union, deferred compensation, and savings bonds deductions for county employees and ex-officio treasurer of county levee districts. The County Treasurer is responsible for collecting delinquent funds other than taxes. County Treasurer also serves as treasurer for the Fort Bend Flood Control Water Supply Corporation, the Fort Bend Toll Road, and the Drainage District. The County Treasurer serves on the Investment Committee, Bail Bond Board, and liaison for all county departments with the county depository.

### GOALS

#### GOAL 1

**Insure smooth integration of new software.**

**Objective 1** Actively participate in the installation of a financial Enterprise Resource Planning system and insure that Treasury Employees are fully trained.

#### GOAL 2

**Identify areas of improved efficiency.**

**Objective 1** Make the necessary adjustments needed to take advantage of potential technology improvements.

#### GOAL 3

**Establish a system to insure 100% timely reporting to the Treasurer's office.**

**Objective 1** Take the steps necessary to create accurate reports.

## COUNTY TREASURER

<b>Performance Measures</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Projected</b>
Percent of receipts deposited within two working days.	100%	100%	100%
Number of cash receipts processed.	7,656	8,210	8,400
Number of checks processed.	120,000	51,384	52,000
Timeliness Report from Depository	100%	100%	100%
Bank shows number of transferred bonds returned promptly.			
Number of cash transfers processed.	5,244	6,200	6,400
Service Fee retained for prompt filing of state reports	\$328,400	\$379,542	\$382,000
# of State Reports filed.	41	41	41
Percentage of County assets collateralized	100%	100%	100%
Number of accounts requiring collateral.	196	105	115
Licensed bonding companies- collateral held.	26 \$2,900,000	34 \$3,250,000	34 \$3,500,000
Number of accounts reconciled per month	78	78	85
Prepare checks for distribution	60,000	51,384	52,000

## COUNTY TREASURER

FUND: 100 General

ACCOUNTING UNIT: 100497100 County Treasurer

### EXPENSE BUDGET

CATEGORY	2011 ACTUAL	2012 ADOPTED	2013 ADOPTED
Salaries and Personnel Costs	\$ 698,366	\$ 714,476	\$ 647,448
Operating Costs	\$ 171,765	\$ 180,617	\$ 177,630
Information Technology Costs	\$ 4,344	\$ 2,832	\$ -
Capital Acquisitions	\$ -	\$ -	\$ 6,750
<b>TOTAL</b>	<b>\$ 874,475</b>	<b>\$ 897,926</b>	<b>\$ 831,828</b>

FUND: 100 General

ACCOUNTING UNIT: 100497101 Court Collections

### EXPENSE BUDGET

CATEGORY	2011 ACTUAL	2012 ADOPTED	2013 ADOPTED
Salaries and Personnel Costs	\$ 99,195	\$ 104,177	\$ 106,421
Operating Costs	\$ 14,851	\$ 16,797	\$ 16,515
Information Technology Costs	\$ -	\$ -	\$ -
Capital Acquisitions	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 114,045</b>	<b>\$ 120,973</b>	<b>\$ 122,936</b>

FUND: 100 General

ACCOUNTING UNIT: 100497102 EMS Collections

### EXPENSE BUDGET

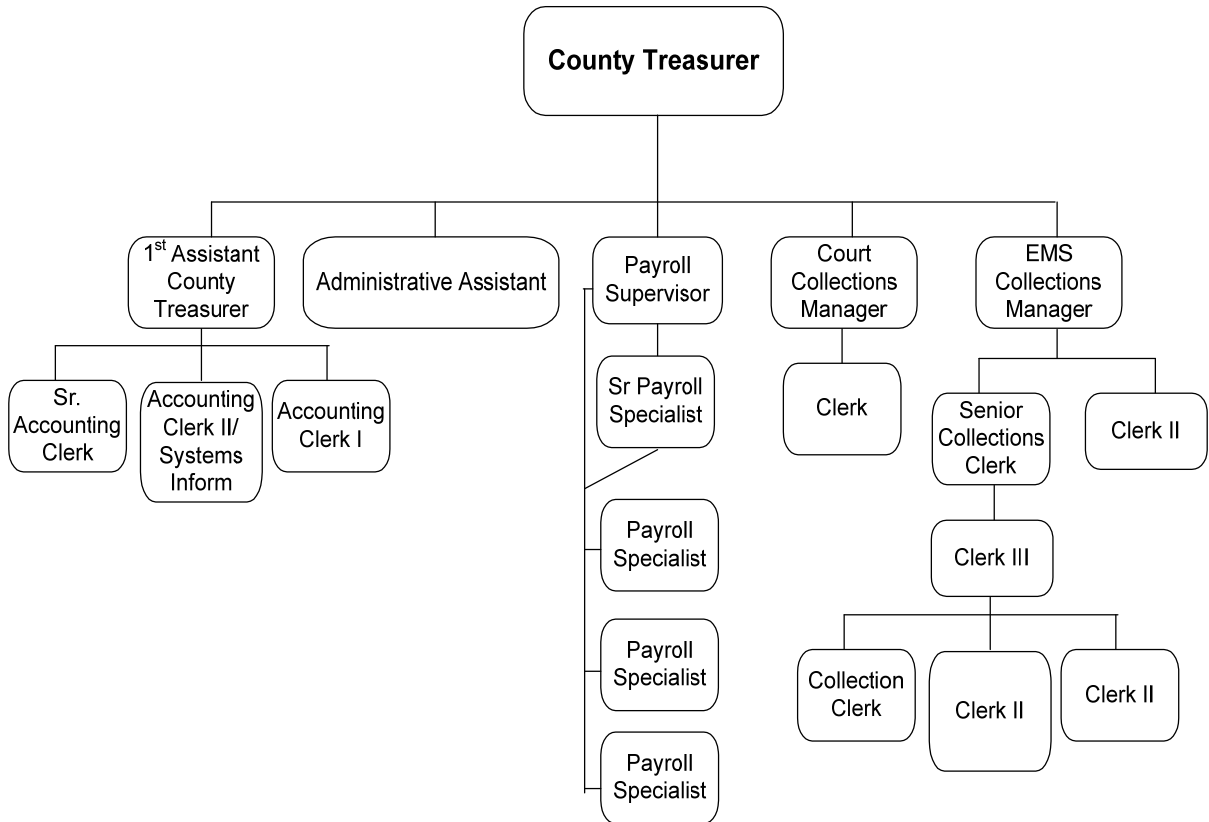
CATEGORY	2011 ACTUAL	2012 ADOPTED	2013 ADOPTED
Salaries and Personnel Costs	\$ 349,261	\$ 358,262	\$ 370,375
Operating Costs	\$ 74,631	\$ 76,509	\$ 74,262
Information Technology Costs	\$ 457	\$ 7,200	\$ 100
Capital Acquisitions	\$ 5,846	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 430,195</b>	<b>\$ 441,971</b>	<b>\$ 444,736</b>

# COUNTY TREASURER

## 2013 AUTHORIZED POSITIONS

Job Title	Job Code	Grade	Count
County Treasurer	J00006	00	1
Payroll Specialist	J08079	G08	3
Banking Specialist II	J08097	G08	1
Senior Payroll Specialist	J10077	G10	1
Banking Spclst III/Sys Spclst	J10084	G10	1
Assist. County Treasurer/Admin	J11097	G11	1
Assist. County Treasurer/Bank	J11098	G11	1
Payroll Supervisor	J13050	G13	1
Clerk II	J06007	G06	4
Clerk III	J07008	G07	1
Collections Clerk	J07016	G07	1
Senior Collections Clerk	J08080	G08	1
Collections Manager	J10065	G10	1
Collections Supervisor	J10064	G10	1
<b>Total Authorized Positions</b>			<b>19</b>

## ORGANIZATION CHART



## BUDGET OFFICE

### MISSION

The mission of the Budget Office is to provide Budgeting and Investment Services to the County. For Budgeting, to prepare and administer the annual county budget so as to properly allocate the county's resources to most effectively accomplish the mission of the county as a whole. The office coordinates the long-term financial planning of the county to best navigate the progress of the county through the future. The Budget Officer advises the county's departments and offices in accomplishing their mission and assures that they equal the overall mission of the county. The Office, with the assistance of the other financial departments (Treasurer and Auditor), manages the investments of the county to achieve safety, liquidity and best return under the investment policies of the county.

### GOALS

#### GOAL 1

**Earn the Government Finance Officer's Association's *Distinguished Budget Award*.**

- Objective 1** Analyze the results of the *Distinguished Budget Award* presentation to see what improvements are needed in the budget.
- Objective 2** Update and continually monitor the capital budget by the 2014 budget.

#### GOAL 2

**Begin using the Lawson Budgeting & Planning to better automate the budget preparation.**

- Objective 1** Use the budget request forms contained in the module to receive the County departments' budget requests.
- Objective 2** Automate the procedure to move the budget into the accounting system upon adoption.
- Objective 3** Monitor and revise all procedures continually to make improvements.

#### GOAL 3

**Establish the Best Practices Committee to begin assisting offices in applying best practices.**

- Objective 1** To comply with the mandate of Commissioner court, establish a central committee to determine the offices and departments to target initially, and those that will follow.
- Objective 2** Create subcommittees to study procedures in individual offices. Using the information gained, recommend best practices for those offices.
- Objective 3** Institute performance measures that accurately measure the performance of those best practice procedures.



## BUDGET OFFICE

### GOAL 4

**Create and monitor a functioning Revenue Manual as a budgetary tool. It will be used to assist the Budget and Auditor's Office in projecting accurate revenues**

- Objective 1** Update the Revenue Manual monthly
- Objective 2** Monitor revenue sources behavior. If a revenue source dips or spikes, the Budget Office will investigate its behavior
- Objective 3** Convert older data. Currently the Budget Office's data is from 2008 due to Fort Bend County's new accounting structure. We would like to go back as far as 2004

<b>PERFORMANCE MEASURES</b>	<b>2011 ACTUAL</b>	<b>2012 ACTUAL</b>	<b>2013 PROJECTED</b>
Earn the Government Finance Officers Association <i>Distinguished Budget Presentation Award</i> .	Yes	Yes	Yes
Actual Expenditures compared to Budgeted Expenditures for Fort Bend County	101%	N/A	95%
Ending Balance as a percentage of actual expenditures	18%	18%	15-16%
Percent of tax rate over prior year.	0.0%	0.0%	0.0%

## BUDGET OFFICE

FUND: 100 General

ACCOUNTING UNIT: 100501100 Budget Office

### EXPENSE BUDGET

CATEGORY	2011 ACTUAL	2012 ADOPTED	2013 ADOPTED
Salaries and Personnel Costs	\$ 397,065	\$ 415,146	\$ 423,141
Operating Costs	\$ 7,904	\$ 26,590	\$ 18,862
Information Technology Costs	\$ 90	\$ -	\$ 1,317
<b>TOTAL</b>	<b>\$ 405,059</b>	<b>\$ 441,736</b>	<b>\$ 443,320</b>

### 2013 AUTHORIZED POSITIONS

Job Title	Job Code	Grade	Count
Budget Assistant	09108	09	1
Budget Analyst	11085	11	1
Budget Analyst II	12004	12	1
Assistant Director of Finance & Investments	14033	14	1
Director Finance & Investments	16000	16	1
<b>Total Authorized Positions</b>			<b>5</b>

### ORGANIZATION CHART

