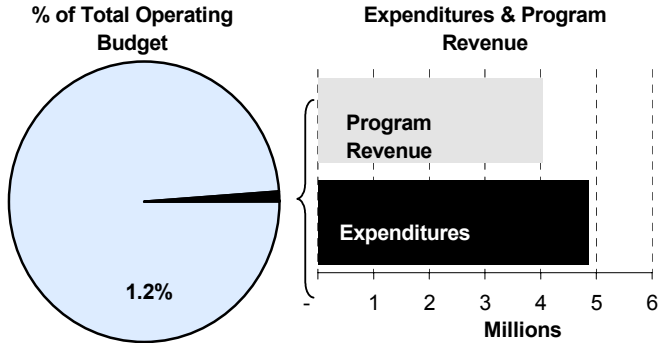
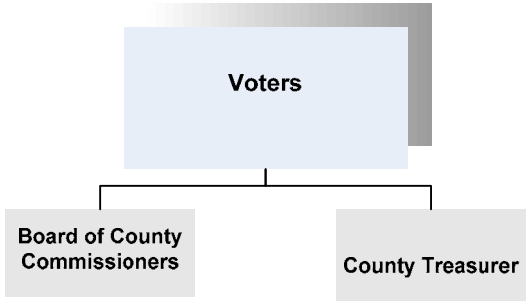




**Ron Estes**  
 Sedgwick County Treasurer  
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**Mission:**  
 □ To provide honest, friendly service and to be accountable to the citizens of Sedgwick County through the timely collection and distribution of public funds, thus financing public services provided by Kansas schools, cities, townships and other public agencies in accordance with legislative mandates.



**Program Information**

The Sedgwick County Treasurer is an elected official whose authority, duties and responsibilities are described in Chapter 19, Article 5; Chapter 8; and Chapter 79 of the Kansas Statutes. The County Treasurer’s primary function is to collect real estate, personal property, motor vehicle taxes, special assessments and other miscellaneous taxes for Sedgwick County cities, townships, school districts, and other taxing jurisdictions. Upon collection of the revenues, the County Treasurer apportions and distributes such revenues to local taxing authorities. In addition, the County Treasurer’s Office acts as a bank, accepting deposits from all revenue generating County departments and entering them into the accounting system before forwarding the money to the County’s bank accounts.

In addition to tax administration and tax collections, the County Treasurer also supervises the Tag Offices, which collect motor vehicle taxes and license fees on behalf of the State of Kansas and distributes license tags and yearly validation stickers to all vehicle owners in

Sedgwick County. The Tag Offices also provide handicapped parking placards and tags for individuals who may not drive or own vehicles. Fees generated from vehicle registrations make the Tag Offices financially self-supporting. Additionally, operations in the Tag Office are kept separate from other County Treasurer services and financed through a separate fund.

In order to assist in accomplishing its mission and goals, the County Treasurer’s Office has developed partnerships with the following organizations:

- State of Kansas
- City governments in Sedgwick County
- Townships
- School Districts
- Other taxing jurisdictions

The County Treasurer’s Office also has a working relationship with offices and departments throughout the County organization. Since this Office has some type of contact with every citizen in Sedgwick County who own real property, personal property, or operates a motor vehicle, these partnerships aid in ensuring the delivery of quality public services.

**Departmental Sustainability Initiatives**

The County Treasurer’s role in contributing to the economic sustainability in the community is through the collection of taxes. The Tag Offices collect over \$50 million in vehicle property tax and over \$10 million in sales tax which helps pay for governmental infrastructure and public school operations. Real property taxes collected by the County Treasurer’s Office also help pay for local infrastructure and services provided to the citizens of Sedgwick County.

In the area of social equity, the County Treasurer’s Office has taken many steps to ensure services and assistance are delivered in a fair and equitable manner. One way is by working closely with other governmental units, businesses, and charitable groups to assist them with vehicle registrations, answering questions, and resolving any issues they may encounter. Additionally, the County Treasurer’s Office trains staff to deliver friendly, efficient customer service to all citizens regardless of ability and income levels. Also, the Tag Offices are currently being remodeled to ensure compliance with the Americans with Disabilities Act (ADA) for the elderly and disabled.

In order to improve the efficiency and effectiveness of daily operations, the County Treasurer has implemented strategies to enhance the Office’s financial and institutional viability. In the Tag Offices, all registration clerical staff are cross-trained to process any type of registration, which in turn, makes the registration process more efficient for customers. Also, the Tag Office administration moves employees between tag offices in order to respond to changes in registration volumes throughout the year.

**Department Accomplishments**

The Tag Offices are currently in the process of streamlining their vehicle refund check processing to

ensure checks are issued to citizens in a timely manner. Steps have also been taken to automate the antique vehicle collection process, which is increasing tax collections for the Tag Offices. The Tax Office is in the process of the development and implementation of a new Tax Administration System, which is to go live in 2009.

With an emphasis on customer service, the Treasurer’s Office has increased the amount of information accessible and available online. Payment of taxes by credit card continues to increase and currently, payments may be made using credit card, debit card, and e-check.

The Treasurer’s Office is also in the beginning stages of succession planning and is in the process of identifying and training staff as needed. When available, management and staff attend classes, seminars, and conferences to enhance their training and skills.

The County Treasurer continues to update the Tag Office’s website so the public can readily access vehicle registration information online. The Office also promotes the use of the Kansas Department of Revenue’s Internet renewal process and mail-in renewals in an effort to reduce walk-in traffic. These are the most cost-effective methods of vehicle registration and allow Treasurer’s staff to devote more time to work on new vehicle registrations.

**Alignment with County Values**

- **Respect -**  
Strive to make every person feel as though his/her needs and requests were met in a timely, professional manner
- **Honesty -**  
Provide the public and internal and external customers with accurate information and work on building relationships
- **Open Communication -**  
Respond quickly to all requests for information

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**Goals & Initiatives**

- **Continue to expand customer service**  
Expand the Derby Tag Office and promote internet and mail-in tag renewals
- **Continue to accurately account for funds collected and distributed**
- **Continue to streamline work processes to improve quality, increase productivity and operation efficiency**
- **Emphasize staff training and development**

**Budget Adjustments**

One adjustment to the Treasurer’s 2009 budget is a \$68,287 increase in administrative charges, which affects the Auto License Fund.

Also, the Treasurer’s main challenge is the need for a larger Main Tag Office location. Having outgrown the current location, a larger facility is being sought. Priorities include more parking and a larger area for customers, personnel, and the Highway Patrol Inspection Office.

**Budget Adjustments From Previous Fiscal Year**

- Cost allocation plan adjustments

Expenditures	Revenue	FTEs
68,287		

<b>Total</b>	68,287	-	-
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**Budget Summary by Category**

**Budget Summary by Fund**

Expenditures	2007	2008	2008	2009	% Chg.	Expenditures	2008	2009
	Actual	Adopted	Revised				Budget	08-09
Personnel	3,126,139	3,597,792	3,597,792	3,382,820	-6.0%	General Fund	992,522	1,037,420
Contractual Services	1,469,691	1,037,367	981,655	1,308,192	33.3%	Auto License	3,952,193	3,821,678
Debt Service	-	-	-	-	-			
Commodities	238,865	134,500	262,340	83,086	-68.3%			
Capital Improvements	-	-	65,028	-	-100.0%			
Capital Equipment	-	45,000	37,900	85,000	124.3%			
Interfund Transfers	473,625	-	-	-	-			
<b>Total Expenditures</b>	<b>5,308,320</b>	<b>4,814,659</b>	<b>4,944,715</b>	<b>4,859,098</b>	<b>-1.7%</b>	<b>Total Expenditures</b>	<b>4,944,715</b>	<b>4,859,098</b>
<b>Revenue</b>								
Taxes	-	-	-	-	-			
Intergovernmental	24,336	21,065	21,065	20,165	-4.3%			
Charges For Service	3,844,003	3,761,280	3,761,280	3,994,365	6.2%			
Other Revenue	34,988	16,930	16,930	16,930	0.0%			
<b>Total Revenue</b>	<b>3,903,327</b>	<b>3,799,275</b>	<b>3,799,275</b>	<b>4,031,460</b>	<b>6.1%</b>			
<b>Full-Time Equivalents (FTEs)</b>	75.00	75.00	75.00	75.00	0.0%			

**Budget Summary by Program**

Program	Fund	Expenditures				% Chg.	Full-Time Equivalents (FTEs)		
		2007	2008	2008	2009		2008	2008	2009
		Actual	Adopted	Revised	Budget	08-09	Adopted	Revised	Budget
Treasurer Administration	110	300,528	316,144	316,144	298,978	-5.4%	4.00	4.00	3.50
Tax Collections	110	892,606	423,545	423,545	482,261	13.9%	8.50	8.50	8.50
Treasurer Accounting	110	244,316	252,833	252,833	256,182	1.3%	5.00	5.00	5.00
Tag Administration	213	747,068	996,216	981,216	1,060,678	8.1%	4.00	5.00	9.50
Main Tag Office	213	2,025,611	1,780,273	1,795,273	1,389,307	-22.6%	36.50	34.50	29.50
Brittany Tag	213	350,236	361,779	361,779	532,639	47.2%	6.00	6.00	7.00
Chadsworth Tag	213	411,671	377,229	377,229	422,429	12.0%	6.00	6.00	6.00
Derby Tag	213	321,236	306,640	436,696	416,625	-4.6%	5.00	6.00	6.00
Tax System	110	15,048	-	-	-	-	-	-	-
<b>Total</b>		<b>5,308,320</b>	<b>4,814,659</b>	<b>4,944,715</b>	<b>4,859,098</b>	<b>-1.7%</b>	<b>75.00</b>	<b>75.00</b>	<b>75.00</b>

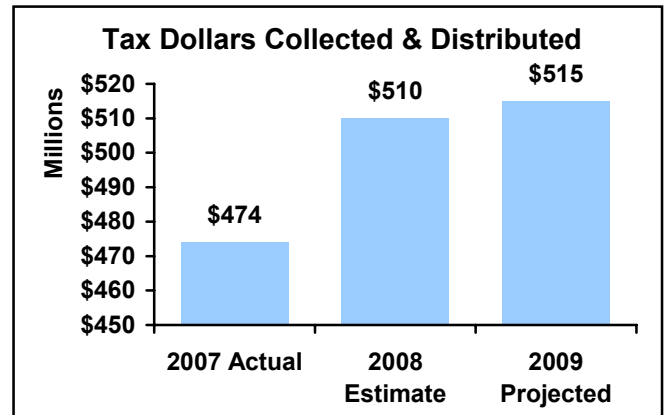


**PERFORMANCE MEASURE HIGHLIGHTS**

The following chart illustrates performance measure highlights of the Sedgwick County Treasurer’s Office.

**Tax Dollars Collected and Distributed (calendar year) by the Tax Office-**

- Measure of the amount of tax dollars collected and distributed by the Tax Office in a calendar year.



**Department Performance Measures**

Key Performance Indicator	2007 Actual	2008 Est.	2009 Proj.
Tax dollars collected and distributed (calendar year) – Tax Office	\$474M	\$510M	\$515M

**Other Performance Measures**

Tax Office FTE's	17.5	17.5	17.0
Tag Office FTE's	57.5	57.5	58.0
Number of current tax statements mailed (calendar year)	413,000	415,000	415,000
Number of vehicle transactions	645,053	650,000	650,000
Tax statements mailed per FTE	23,600	23,714	24,412
Vehicle transactions per FTE	11,218	11,304	11,207
Total tax revenue collected – Tag Office	\$51M	\$52M	\$52M

**• Treasurer Administration**

Treasurer’s Administration manages overall operations to ensure proper billing, collection and distribution of tax monies. The Department provides employees with the tools necessary to achieve quality public service by emphasizing employee training and development, process improvements and efficiencies, and effective resource allocation. Treasurer’s Administration works with other County departments and taxing authorities to develop partnerships and improve communications.

**Fund(s): General Fund 110**

76003-110

	2007	2008	2008	2009	% Chg.
	Actual	Adopted	Revised	Budget	08-09
<b>Expenditures</b>					
Personnel	289,635	303,344	303,344	268,653	-11.4%
Contractual Services	7,587	7,800	7,800	9,739	24.9%
Debt Service	-	-	-	-	
Commodities	3,306	5,000	5,000	5,586	11.7%
Capital Improvements	-	-	-	-	
Capital Equipment	-	-	-	15,000	
Interfund Transfers	-	-	-	-	
<b>Total Expenditures</b>	<b>300,528</b>	<b>316,144</b>	<b>316,144</b>	<b>298,978</b>	<b>-5.4%</b>
<b>Revenue</b>					
Taxes	-	-	-	-	
Intergovernmental	-	-	-	-	
Charges For Service	-	-	-	-	
Other Revenue	10	-	-	-	
<b>Total Revenue</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Full-Time Equivalents (FTEs)</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>3.50</b>	<b>-12.5%</b>

**Goal(s):**

- Provide excellent customer service to all citizens
- Encourage continuing education and skills enhancement for management and staff
- Increase productivity and operating efficiency by identifying and improving key processes
- Partner with other County departments to develop enhanced tax management solutions

**• Tax Collections**

Tax Collections receives and records real and personal property tax payments in the office, by mail, and via the Internet. The department works closely with mortgage lenders and other financial institutions to ensure accurate payment and posting of taxes. Tax Collections also serves as the repository for all other County Departments.

**Fund(s): General Fund 110**

76001-110

	2007	2008	2008	2009	% Chg.
	Actual	Adopted	Revised	Budget	08-09
<b>Expenditures</b>					
Personnel	349,029	366,382	366,382	391,292	6.8%
Contractual Services	539,292	47,163	47,163	80,969	71.7%
Debt Service	-	-	-	-	
Commodities	4,285	10,000	10,000	10,000	0.0%
Capital Improvements	-	-	-	-	
Capital Equipment	-	-	-	-	
Interfund Transfers	-	-	-	-	
<b>Total Expenditures</b>	<b>892,606</b>	<b>423,545</b>	<b>423,545</b>	<b>482,261</b>	<b>13.9%</b>
<b>Revenue</b>					
Taxes	-	-	-	-	
Intergovernmental	-	-	-	-	
Charges For Service	-	-	-	-	
Other Revenue	605	-	-	-	
<b>Total Revenue</b>	<b>605</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Full-Time Equivalents (FTEs)</b>	<b>8.50</b>	<b>8.50</b>	<b>8.50</b>	<b>8.50</b>	<b>0.0%</b>

**Goal(s):**

- Provide excellent customer service to all citizens
- Improve productivity through staff resource management, effective use of technology, and other initiatives
- Process all tax payments timely and accurately
- Expand cross-training of staff to achieve efficient allocation of resources



**• Treasurer Accounting**

Treasurer Accounting accurately accounts for all monies received from taxpayers, and properly distributes these funds to cities, townships, school districts, and other tax units. The Department also manages deposits from other Sedgwick County operations.

**Fund(s): General Fund 110**

76002-110

	2007	2008	2008	2009	% Chg.
	Actual	Adopted	Revised	Budget	08-09
<b>Expenditures</b>					
Personnel	242,264	252,833	252,833	256,182	1.3%
Contractual Services	564	-	-	-	
Debt Service	-	-	-	-	
Commodities	1,488	-	-	-	
Capital Improvements	-	-	-	-	
Capital Equipment	-	-	-	-	
Interfund Transfers	-	-	-	-	
<b>Total Expenditures</b>	<b>244,316</b>	<b>252,833</b>	<b>252,833</b>	<b>256,182</b>	<b>1.3%</b>
<b>Revenue</b>					
Taxes	-	-	-	-	
Intergovernmental	2,811	-	-	-	
Charges For Service	-	-	-	-	
Other Revenue	1,576	-	-	-	
<b>Total Revenue</b>	<b>4,387</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Full-Time Equivalents (FTEs)</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.0%</b>

**Goal(s):**

- Provide excellent customer service to all citizens
- Improve productivity by refining internal processes, effective use of technology, and other initiatives
- Process tax distributions timely and accurately
- Expand cross-training of staff to achieve efficient allocation of resources

**• Tag Administration**

Tag Administration Services directs operations at the four Tag Office locations. Other responsibilities include computer support and management of inventory and supply logistics.

In the 2009 budget, Tag Office Accounting, which accounts for monies received from all tag office locations and the distribution of these funds to the proper authorities, is combined with Tag Administration. This change accounts for the addition of 4.0 FTEs to this fund center. The additional 0.5 FTE is a portion of the Chief Deputy Treasurer's position, which was moved from Treasurer Administration. The 2007 and 2008 detail presented below reflects only Tag Administration revenues, expenditures and personnel. 2009 revenues, expenditures, and personnel are for the new Tag Administration, which adds Tag Office Accounting.

**Fund(s): Auto License 213**

76005-213

	2007	2008	2008	2009	% Chg.
	Actual	Adopted	Revised	Budget	08-09
<b>Expenditures</b>					
Personnel	189,131	463,716	463,716	520,194	12.2%
Contractual Services	12,346	425,500	410,500	505,984	23.3%
Debt Service	-	-	-	-	
Commodities	71,966	62,000	69,100	34,500	-50.1%
Capital Improvements	-	-	-	-	
Capital Equipment	-	45,000	37,900	-	-100.0%
Interfund Transfers	473,625	-	-	-	
<b>Total Expenditures</b>	<b>747,068</b>	<b>996,216</b>	<b>981,216</b>	<b>1,060,678</b>	<b>8.1%</b>
<b>Revenue</b>					
Taxes	-	-	-	-	
Intergovernmental	-	-	-	20,165	
Charges For Service	867,563	8,600	8,600	17,640	105.1%
Other Revenue	301	-	-	-	
<b>Total Revenue</b>	<b>867,864</b>	<b>8,600</b>	<b>8,600</b>	<b>37,805</b>	<b>339.6%</b>
<b>Full-Time Equivalents (FTEs)</b>	<b>5.00</b>	<b>4.00</b>	<b>5.00</b>	<b>9.50</b>	<b>90.0%</b>

**Goal(s):**

- Work closely with State and County agencies to ensure compliance with Motor Vehicle laws and regulations
- Use available tools and technologies to track inventory to improve productivity
- Streamline work processes to increase productivity and customer service
- Accurate collection and distribution of all fees, sales and personal property taxes related to Motor Vehicle registration.
- Accurate and timely reporting of all motor vehicle transactions to the State and County agencies.



• Main Tag Office

The Main Tag Office provides vehicle tag renewal and title services. Vehicle inspections are available at this location Monday through Friday from 8:30 a.m. to 3:30 p.m. This Office also provides services for fleets and dealers, and distributes personalized tags. The Murdock Tag Office is located at 200 West Murdock, at the intersection of Murdock and Water in downtown Wichita.

The 2007 and 2008 detail presented below represents revenues, expenditures, and personnel for Tag Office Accounting and the Murdock (Main) Tag Office. The 2009 budgeted revenues, expenditures, and personnel only reflects that for the Main (Murdock) Tag Office.

Fund(s): Auto License 213

	2007	2008	2008	2009	% Chg.
	Actual	Adopted	Revised	Budget	08-09
<b>Expenditures</b>					
Personnel	1,394,351	1,544,753	1,544,753	1,167,157	-24.4%
Contractual Services	541,238	188,520	186,220	207,150	11.2%
Debt Service	-	-	-	-	-
Commodities	90,022	47,000	64,300	15,000	-76.7%
Capital Improvements	-	-	-	-	-
Capital Equipment	-	-	-	-	-
Interfund Transfers	-	-	-	-	-
<b>Total Expenditures</b>	<b>2,025,611</b>	<b>1,780,273</b>	<b>1,795,273</b>	<b>1,389,307</b>	<b>-22.6%</b>
<b>Revenue</b>					
Taxes	-	-	-	-	-
Intergovernmental	21,525	21,065	21,065	-	-100.0%
Charges For Service	1,379,724	2,062,504	2,062,504	2,241,051	8.7%
Other Revenue	35,645	16,930	16,930	16,930	0.0%
<b>Total Revenue</b>	<b>1,436,894</b>	<b>2,100,499</b>	<b>2,100,499</b>	<b>2,257,981</b>	<b>7.5%</b>
<b>Full-Time Equivalents (FTEs)</b>	<b>34.50</b>	<b>36.50</b>	<b>34.50</b>	<b>29.50</b>	<b>-14.5%</b>

Goal(s):

- Demonstrate total commitment to outstanding customer service
- Streamline work processes to improve quality, increase productivity and operate more efficiently
- Emphasize staff training and development

• Brittany Tag

The Brittany Tag Office provides vehicle tag renewal and title services. Vehicle inspections are available at this location on Tuesdays from 8:30 a.m. to 1:00 p.m. The Brittany Tag Office is located at 2120 N. Woodlawn, near the intersection of Woodlawn and 21st Street North in Wichita.

Fund(s): Auto License 213

76001-213

	2007	2008	2008	2009	% Chg.
	Actual	Adopted	Revised	Budget	08-09
<b>Expenditures</b>					
Personnel	218,399	231,927	231,927	287,839	24.1%
Contractual Services	119,718	126,352	118,683	168,800	42.2%
Debt Service	-	-	-	-	-
Commodities	12,118	3,500	11,169	6,000	-46.3%
Capital Improvements	-	-	-	-	-
Capital Equipment	-	-	-	70,000	-
Interfund Transfers	-	-	-	-	-
<b>Total Expenditures</b>	<b>350,236</b>	<b>361,779</b>	<b>361,779</b>	<b>532,639</b>	<b>47.2%</b>
<b>Revenue</b>					
Taxes	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges For Service	538,005	565,165	565,165	584,907	3.5%
Other Revenue	(240)	-	-	-	-
<b>Total Revenue</b>	<b>537,765</b>	<b>565,165</b>	<b>565,165</b>	<b>584,907</b>	<b>3.5%</b>
<b>Full-Time Equivalents (FTEs)</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>16.7%</b>

Goal(s):

- Demonstrate total commitment to outstanding customer service
- Streamline work processes to improve quality, increase productivity and operate more efficiently
- Emphasize staff training and development



**• Chadsworth Tag**

The Chadsworth Tag Office provides vehicle tag renewal and title services. Vehicle inspections are available at this location on Thursdays from 8:30 a.m. to 1:00 p.m. The Chadsworth Tag Office is located at 2330 North Maize Road, near the intersection of 21st Street North and Maize Road in Wichita.

**Fund(s): Auto License 213**

76002-213

	2007	2008	2008	2009	% Chg.
	Actual	Adopted	Revised	Budget	08-09
<b>Expenditures</b>					
Personnel	212,528	234,437	234,437	233,629	-0.3%
Contractual Services	153,852	139,292	124,892	182,800	46.4%
Debt Service	-	-	-	-	-
Commodities	45,291	3,500	17,900	6,000	-66.5%
Capital Improvements	-	-	-	-	-
Capital Equipment	-	-	-	-	-
Interfund Transfers	-	-	-	-	-
<b>Total Expenditures</b>	<b>411,671</b>	<b>377,229</b>	<b>377,229</b>	<b>422,429</b>	<b>12.0%</b>
<b>Revenue</b>					
Taxes	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges For Service	596,425	626,160	626,160	648,325	3.5%
Other Revenue	(573)	-	-	-	-
<b>Total Revenue</b>	<b>595,852</b>	<b>626,160</b>	<b>626,160</b>	<b>648,325</b>	<b>3.5%</b>
<b>Full-Time Equivalents (FTEs)</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.0%</b>

**Goal(s):**

- Demonstrate total commitment to outstanding customer service
- Streamline work processes to improve quality, increase productivity and operate more efficiently
- Emphasize staff training and development

**• Derby Tag**

The Derby Tag Office provides vehicle tag renewal and title services. Vehicle inspections are available at this location on Tuesdays from 8:30a.m. to 1:00p.m. The Derby Tag Office is located at 206 Greenway in Derby Towne Center, near the intersection of K-15 and 71st street South in Derby.

**Fund(s): Auto License 213**

76003-213

	2007	2008	2008	2009	% Chg.
	Actual	Adopted	Revised	Budget	08-09
<b>Expenditures</b>					
Personnel	215,754	200,400	200,400	257,875	28.7%
Contractual Services	95,094	102,740	86,397	152,750	76.8%
Debt Service	-	-	-	-	-
Commodities	10,389	3,500	84,871	6,000	-92.9%
Capital Improvements	-	-	65,028	-	-100.0%
Capital Equipment	-	-	-	-	-
Interfund Transfers	-	-	-	-	-
<b>Total Expenditures</b>	<b>321,236</b>	<b>306,640</b>	<b>436,696</b>	<b>416,625</b>	<b>-4.6%</b>
<b>Revenue</b>					
Taxes	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Charges For Service	462,285	498,851	498,851	502,442	0.7%
Other Revenue	(2,336)	-	-	-	-
<b>Total Revenue</b>	<b>459,949</b>	<b>498,851</b>	<b>498,851</b>	<b>502,442</b>	<b>0.7%</b>
<b>Full-Time Equivalents (FTEs)</b>	<b>6.00</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.0%</b>

**Goal(s):**

- Demonstrate total commitment to outstanding customer service
- Streamline work processes to improve quality, increase productivity and operate more efficiently
- Emphasize staff training and development





• Tax System

This fund center represents an allocation in 2007 only to support the development of a new tax system.

Fund(s): General Fund 110

76010-110

	2007 Actual	2008 Adopted	2008 Revised	2009 Budget	% Chg. 08-09
<b>Expenditures</b>					
Personnel	15,048	-	-	-	
Contractual Services	-	-	-	-	
Debt Service	-	-	-	-	
Commodities	-	-	-	-	
Capital Improvements	-	-	-	-	
Capital Equipment	-	-	-	-	
Interfund Transfers	-	-	-	-	
<b>Total Expenditures</b>	<b>15,048</b>	-	-	-	
<b>Revenue</b>					
Taxes	-	-	-	-	
Intergovernmental	-	-	-	-	
Charges For Service	-	-	-	-	
Other Revenue	-	-	-	-	
<b>Total Revenue</b>	-	-	-	-	
<b>Full-Time Equivalents (FTEs)</b>	-	-	-	-	

Goal(s):

- Provide excellent customer service to all citizens
- Process all transactions timely and accurately
- Increase productivity and operating efficiency
- Support staff training and development

