

Mission

The Franklin County Treasurer’s primary responsibility is the collection of real estate taxes. In addition, we are tasked with the management of the County’s financial assets, providing safety, liquidity and earning a market rate of return. We will manage the assets honestly, efficiently and responsibly to ensure the Treasurer’s Office is governed in a professional manner that will be transparent to the residents of Franklin County. The Treasurer’s Office will optimize the use of Franklin County’s assets through the employment of technology, efficient banking practices and sensible management.

Strategic Focus

Primary Initiative: Retention Services Program - Our retention services program, STAR, will work to Sustain, Teach, Advocate for, and Retain Franklin County homeowners who are at risk of property tax foreclosure.

Primary Issue: Retention Services Program - Our retention services program, STAR, will work to Sustain, Teach, Advocate for, and Retain Franklin County homeowners who are at risk of property tax foreclosure. - The Franklin County Treasurer created a Housing Taskforce following collaboration with the Kirwan Institute, United Way of Central Ohio, banking partners, various local leaders, and other community members. As a result of these previous discussions and recommendations from the Taskforce, the Franklin County Treasurer established the role of Director of Retention Services to provide assistance and resources to Franklin County property owners at risk of losing their homes to property tax foreclosure.

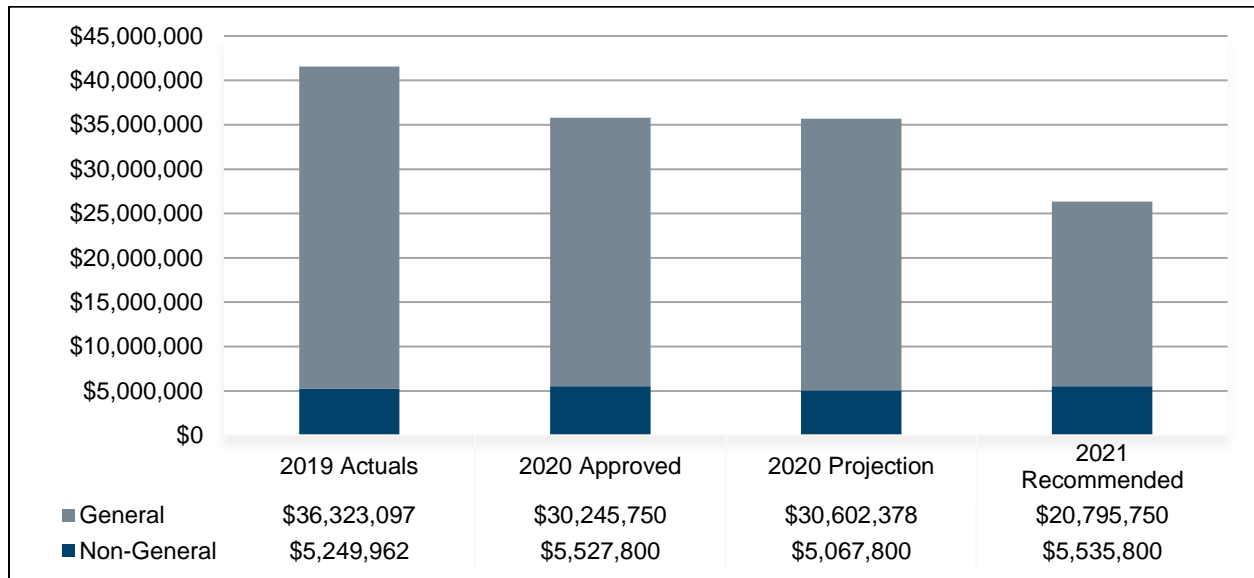
Performance Spotlight

Measure: Number of owner occupied parcels at risk of foreclosure

Program: Delinquent Tax Collection

About this measure		Why it is important	
A response to an unforeseen and unprecedented strain on our residents due to the pandemic		Helps provide resources to aid in reducing the number of homes being foreclosed on.	
What is being done			
Developing resources and tools to provide to Franklin County Taxpayers			
2019 Actual	2020 Budget	2020 Projected	2021 Budget
N/A	N/A	275	275

Budget Summary – Revenues



Primary Revenue Sources by Fund Type

Fund Type	Fund Name (Number)	Primary Revenue Sources
General	<ul style="list-style-type: none"> • General Fund (1000) 	<ul style="list-style-type: none"> • Investment earnings • Real estate assessment fees • Homestead exemption fees
Special	<ul style="list-style-type: none"> • Escrow Interest Fund (2040) • Delinquent Tax & Assessment Collection Fund (2046) • Delinquent Tax Lien Admin Fund (2123) 	<ul style="list-style-type: none"> • Interest earnings • 7.5% of collected delinquent real property, personal property, and manufactured homes taxes • Collectors fees
Debt	None	N/A
Capital	None	N/A
Enterprise /Internal	None	N/A

Comparison: 2020 Approved to 2020 Projection

	2020 Approved	2020 Projection	Variance	
			\$	%
General Fund	\$30,245,750	\$30,602,378	\$356,628	1.2%
Non-General Fund	\$5,527,800	\$5,067,800	(\$460,000)	-8.3%
Total	\$35,773,550	\$35,670,178	(\$103,372)	-0.3%

The \$103,372 decrease from the 2020 Approved Budget to the 2020 Projection is primarily attributed to:

- Decreases in the Tax Lien Fund (Fund 2123) for collectors fees as a result of the cancellation of the tax lien sale due to the COVID-19 pandemic offset by an increase in Investment Earnings within the General Fund.

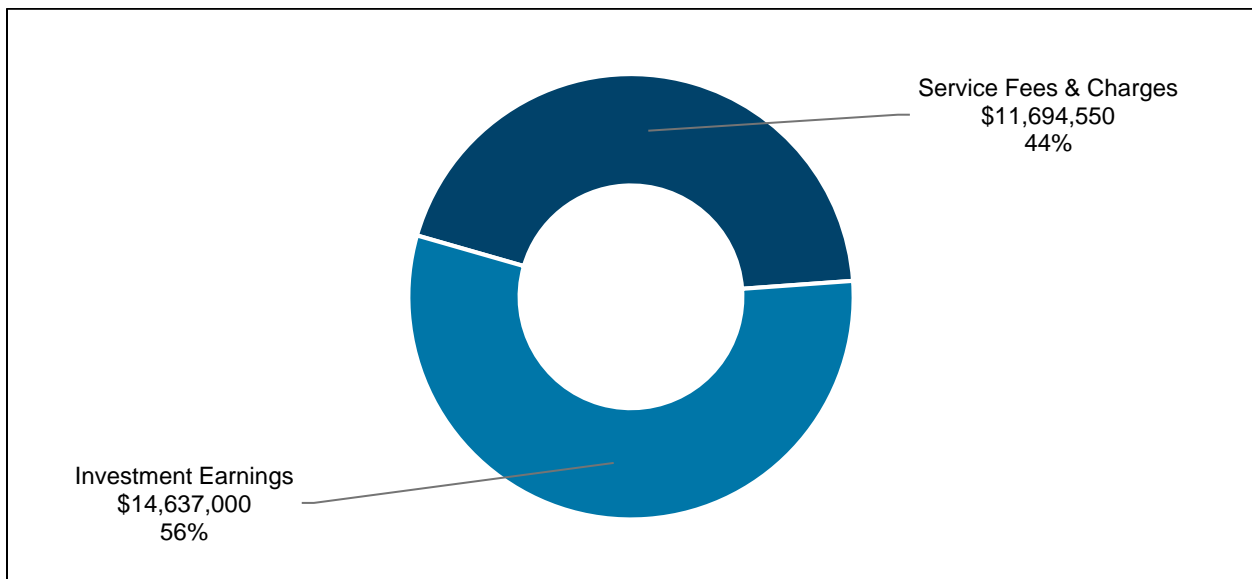
Comparison: 2020 Approved to 2021 Recommended

	2020 Approved	2021 Recommended	Variance	
			\$	%
General Fund	\$30,245,750	\$20,795,750	(\$9,450,000)	-31.2%
Non-General Fund	\$5,527,800	\$5,535,800	\$8,000	0.1%
Total	\$35,773,550	\$26,331,550	(\$9,442,000)	-26.4%

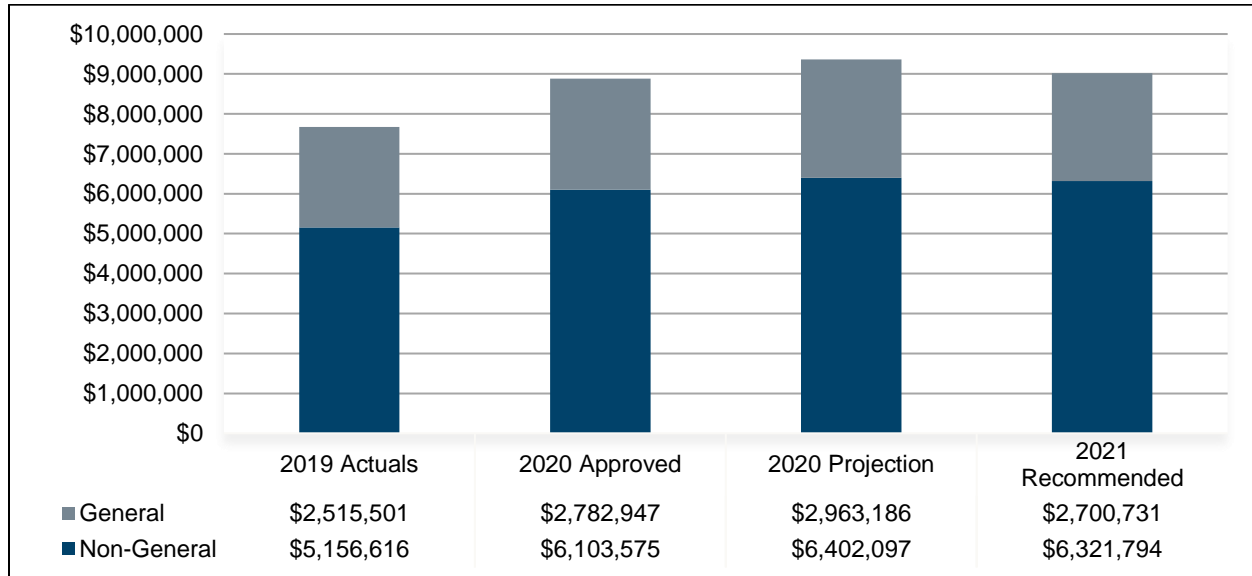
The \$9,442,000 decrease from the 2020 Approved Budget to the 2021 Recommended Budget is primarily attributed to:

- Decreases within the General Fund for Investment Earnings due to the lowering of interest rates by the Federal Reserve.

**2021 Recommended Budget
Revenues by Category**



Budget Summary – Expenditures



Significant items in the 2021 Recommended Budget

Object Code	Budgeted Amount	% of Budget
PERSONAL SERVICES & FRINGE	\$3,840,916	42.6%
GRANTS TO NON-PROFITS	\$3,473,000	38.5%
IT DATA PROCESSING SERVICES	\$341,000	3.8%
IT CONSULTANTS	\$312,000	3.5%
PORTFOLIO MANAGEMENT	\$160,000	1.8%
POSTAL SERVICES	\$155,000	1.7%
BANK ACCT MGMT/CREDIT BUREAU	\$150,000	1.7%
COST ALLOCATION PLAN	\$74,930	0.8%
IT CAPITAL SOFTWARE	\$67,000	0.7%
LEGAL ADVERTISING	\$60,000	0.7%
OTHER	\$388,679	4.3%
TOTAL	\$9,022,525	100.0%

Comparison: 2020 Approved to 2020 Projection

	2020 Approved	2020 Projection	Variance	
			\$	%
General Fund	\$2,782,947	\$2,963,186	\$180,239	6.5%
Non-General Fund	\$6,103,575	\$6,402,097	\$298,522	4.9%
Total	\$8,886,522	\$9,365,283	\$478,761	5.4%

The \$478,761 increase from the 2020 Approved Budget to the 2020 Projection is primarily attributed to:

- General Fund –an increase in Postal Services (\$120,000).
- Non-General Fund- increases within the Tax Lien Fund and Delinquent Tax & Assessment Collection Fund for IT Consultants (\$300,000).

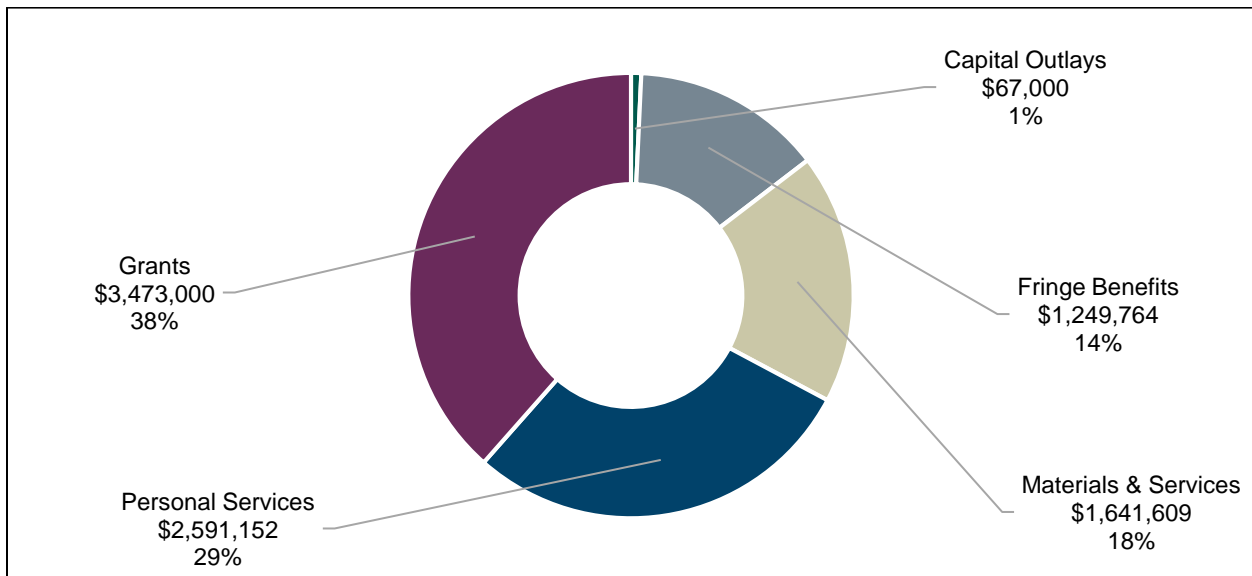
Comparison: 2020 Approved to 2021 Recommended

	2020 Approved	2021 Recommended	Variance	
			\$	%
General Fund	\$2,782,947	\$2,700,731	(\$82,216)	-3.0%
Non-General Fund	\$6,103,575	\$6,321,794	\$218,219	3.6%
Total	\$8,886,522	\$9,022,525	\$136,003	1.5%

The \$136,003 increase from the 2020 Approved Budget to the 2021 Recommended Budget is primarily attributed to:

- Non-General Fund - increase in IT Consultants (\$156,000) and Data Processing Services (\$80,607).
- General Fund – decreases in Personal Services (\$82,848) and Fringe Benefits (\$45,051), partially offset by an increase in Legal Advertising (\$49,600).

**2021 Recommended Budget
Expenditures by Category**



Budget Summary – FTEs

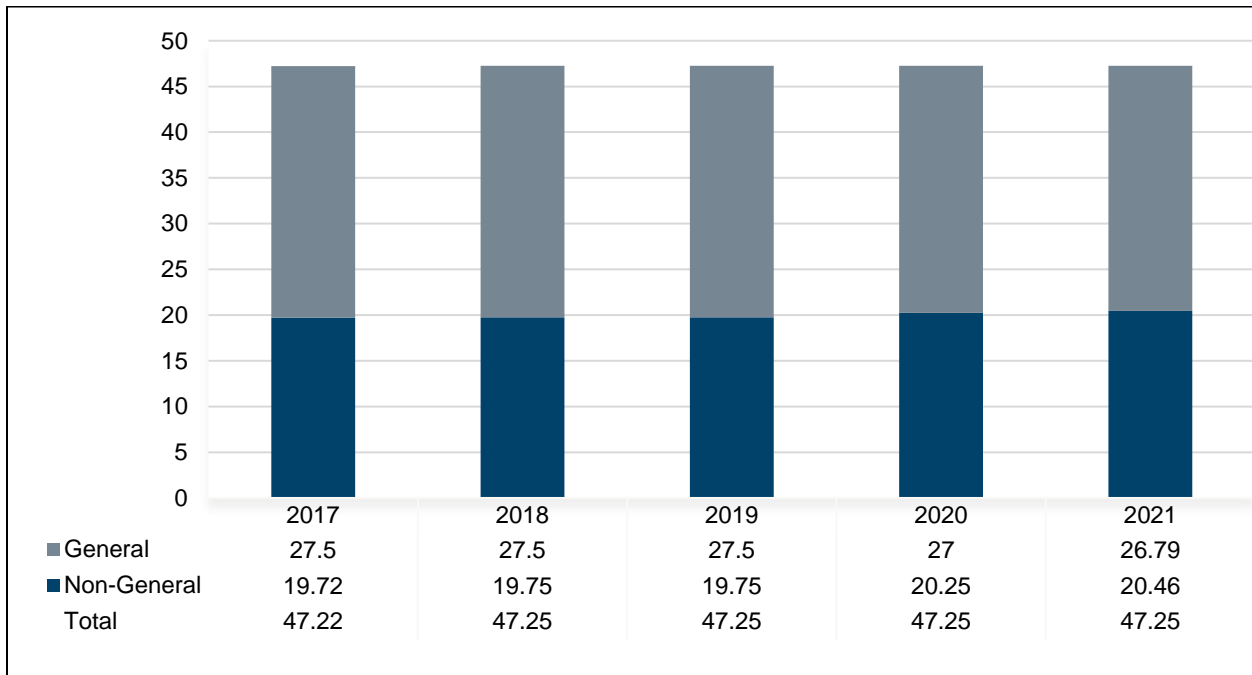
	2020 Budget	2021 Recommended	Recommended Budget as % of Total FTEs
General Fund	27	26.79	56.7%
Non-General Fund	20.25	20.46	43.3%
Total Agency FTEs	47.25	47.25	100.0%

There is no change in Total FTEs from the 2020 Budget to the 2021 Recommended Budget.

New Positions

Position Title	# of Positions	Annual Salary	Source
<i>None</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>

Budgeted FTE History



Vacancy Credit

The vacancy credit process is designed to more accurately reflect the true expenditures for Personal Services and Fringe Benefits within the agency budget request. The calculations for the budget process begin with funding all approved positions for the entire year. Vacancy credits take into account that not all approved positions will be filled for the entire year. The methodology historically used by OMB to estimate an agency's vacancy credit utilizes a four-year history of unused personnel budgets to estimate an appropriate vacancy credit. However, recommendations may vary from the four-year average due to staffing trends or the number of positions supported within a fund.

Salaries & Wages

	2020 Budget	Four-year Average	2021 Recommended	% Point Change to:	
				PY Budget	Average
General Fund	4.0%	4.0%	4.6%	0.6%	0.6%
Delinquent Tax & Collection Fund	5.0%	12.2%	4.0%	-1.0%	-8.2%
Tax Lien Fund	0.0%	5.1%	5.7%	5.7%	0.6%

The four-year average in the Delinquent Tax & Collection Fund is skewed due to higher than anticipated vacancies in 2017 due to the change of administration.

Fringe Benefits

	2020 Budget	Four-year Average	2021 Recommended	% Point Change to:	
				PY Budget	Average
General Fund	4.8%	6.1%	8.3%	3.5%	2.2%
Delinquent Tax & Collection Fund	5.0%	17.8%	8.0%	3.0%	-9.8%
Tax Lien Fund	0.0%	9.0%	10.1%	10.1%	1.1%

The four-year average in the Delinquent Tax & Collection Fund is skewed due to higher than anticipated vacancies in 2017 due to the change of administration.

Tax Collection

Program Purpose:

The Tax Collection Program provides billing and collection services to property taxpayers so they can meet their tax obligations in a timely manner.

ORC Reference Mandating this Program:

Chapters 9, 319, 321, 323, 5705, 5711, 5715, 5719

Program Services:

Address Changes, Board of Revision Hearings, Manufactured Home Tax Bills, Direct Debits, Real Estate Tax Bills, Duplicate Bills, Tax Certifications, Tax Settlements, Penalty Remissions, Tax Receipts, Escrow Monthly Bills

Core Principle:

Provide Efficient, Responsive & Fiscally Sustainable Government Operations

Linkage to Core Principle:

The Tax Collection Program supports the Core Principle by efficiently producing tax bills and processing payments to provide the County and its subdivisions with needed revenue.

Program Budget Overview

	2020 Approved	2021 Recommended	Variance	
			\$	%
Personal Services	\$707,155	\$635,147	(\$72,008)	-10.2%
Fringe Benefits	\$359,890	\$310,160	(\$49,730)	-13.8%
Materials & Services	\$229,519	\$272,569	\$43,050	18.8%
Total Expenditures	\$1,296,564	\$1,217,876	(\$78,688)	-6.1%

Delinquent Tax Collection

Program Purpose:

The Delinquent Tax Collection Program provides billing and collection services to delinquent taxpayers allowing the County to receive revenues.

ORC Reference Mandating this Program:

Chapters 9, 319, 321, 323, 1724, 5711, 5715, 5719, 5721, 5722

Program Services:

Bankruptcy Claims, Mailings to Delinquent Taxpayers, Phone Calls to Delinquent Taxpayers, Tax Lien Sales, Delinquent Payment Plans

Core Principle:

Provide Efficient, Responsive & Fiscally Sustainable Government Operations

Linkage to Core Principle:

The Delinquent Tax Collection Program supports the Core Principle by providing notification and payment options to delinquent taxpayers which allows them to avoid various collection efforts.

Program Budget Overview

	2020 Approved	2021 Recommended	Variance \$	%
Personal Services	\$1,181,182	\$1,181,284	\$102	0.0%
Fringe Benefits	\$537,992	\$547,830	\$9,838	1.8%
Materials & Services	\$783,181	\$936,780	\$153,599	19.6%
Capital Outlays	\$18,000	\$25,000	\$7,000	38.9%
Total Expenditures	\$2,520,355	\$2,690,894	\$170,539	6.8%

Escrow

Program Purpose:

The Escrow Program provides a tax pre-payment plan that allows taxpayers to pay in monthly installments to meet their tax obligations.

ORC Reference Mandating this Program:

Chapters 9, 319, 321, 323

Program Services:

Individualized Pre-Payment Plans, Record Keeping, and Balance Due Billing

Core Principle:

Provide Efficient, Responsive & Fiscally Sustainable Government Operations

Linkage to Core Principle:

The Escrow Program supports the Core Principle by providing an option for taxpayers to budget their property taxes.

Program Budget Overview

	2020 Approved	2021 Recommended	Variance	
			\$	%
Materials & Services	\$83,225	\$121,900	\$38,675	46.5%
Capital Outlays	\$27,000	\$36,000	\$9,000	33.3%
Total Expenditures	\$110,225	\$157,900	\$47,675	43.3%

Portfolio Management

Program Purpose:

The Portfolio Management Program provides cash management and investment strategy services that ensure safety, liquidity, and yield to Franklin County and its agencies by providing a reasonable return on investments and making funds available as needed.

ORC Reference Mandating this Program:

Chapters 9, 135, 319, 321, 323, 1101

Program Services:

Cash-flow and Debt Management Consultation, Investment and Revenue Reports, Investment Earnings Forecasting, Investment Purchases and Sales

Core Principle:

Provide Efficient, Responsive & Fiscally Sustainable Government Operations

Linkage to Core Principle:

The Portfolio Management Program supports the Core Principle by providing a method for Franklin County to earn the best possible yield on assets managed by the Franklin County Treasurer's Office, demonstrating to taxpayers that their taxes are being maintained in a fiscally responsible manner.

Program Budget Overview

	2020 Approved	2021 Recommended	Variance	
			\$	%
Personal Services	\$205,604	\$197,145	(\$8,459)	-4.1%
Fringe Benefits	\$97,136	\$94,523	(\$2,613)	-2.7%
Materials & Services	\$288,299	\$310,140	\$21,841	7.6%
Capital Outlays	\$5,850	\$6,000	\$150	2.6%
Total Expenditures	\$596,889	\$607,808	\$10,919	1.8%

Agency Services

Program Purpose:

The Agency Services Program provides banking services for Franklin County agencies to ensure their assets are accounted for properly and invested prudently.

ORC Reference Mandating this Program:

Chapters 9, 135, 319, 321, 323, 325, 1101, 3503, 5711, 5715, 5719, Section 3705.24

Program Services:

Cash deposits, Redeem Warrants, Prepare Deposits, Encode Checks, Daily Statements, Cash Drawer Reconciliation, Bank Deposits, Payment Records, Voter Registration

Core Principle:

Provide Efficient, Responsive & Fiscally Sustainable Government Operations

Linkage to Core Principle:

The Agency Services Program supports the Core Principle by accounting for all funds received by the County and facilitates tracking and reporting of the County's financial position.

Program Budget Overview

	2020 Approved	2021 Recommended	Variance \$	%
Personal Services	\$581,934	\$577,576	(\$4,358)	-0.7%
Fringe Benefits	\$292,174	\$297,251	\$5,077	1.7%
Materials & Services	\$15,386	\$220	(\$15,166)	-98.6%
Total Expenditures	\$889,494	\$875,047	(\$14,447)	-1.6%

County Land Bank

Program Purpose:

The County Land Bank Program facilitates the reclamation, rehabilitation, and reutilization of vacant, abandoned, or tax foreclosed property within Franklin County.

ORC Reference Mandating this Program:

Chapters 1724, 5722

Program Services:

Reclamation, Rehabilitation, and Reutilization of Vacant, Abandoned, Tax Foreclosed, or other Real Property within Franklin County

Core Principle:

Promote Job Creation, Strategic Economic Development, & Fiscal Security

Linkage to Core Principle:

The County Land Bank supports the Strategic Economic Development portion of the Core Principle by converting abandoned properties into useable property.

Program Budget Overview

	2020 Approved	2021 Recommended	Variance	
			\$	%
Grants	\$3,472,995	\$3,473,000	\$5	0.0%
Total Expenditures	\$3,472,995	\$3,473,000	\$5	0.0%