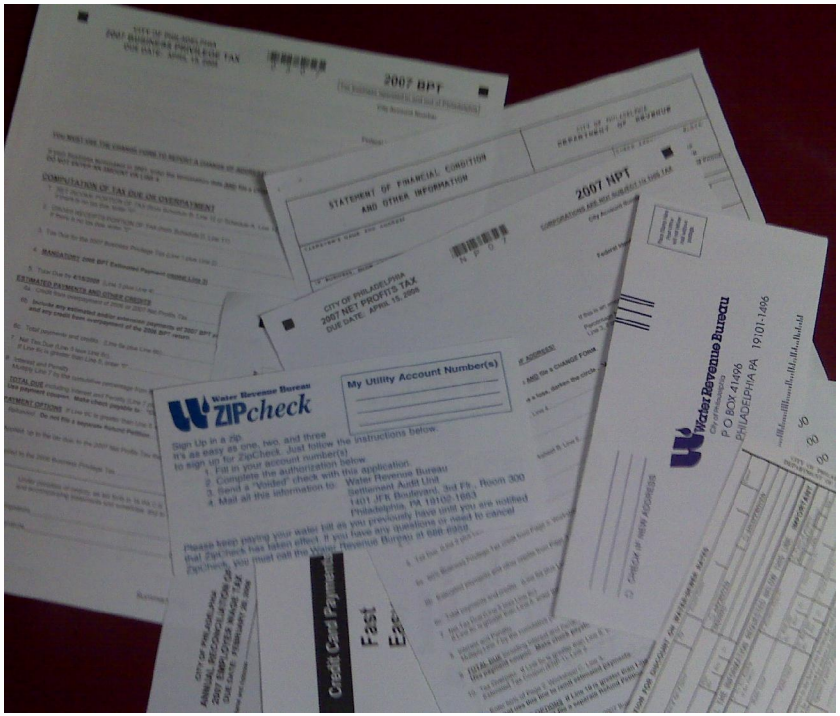
Department of Revenue

Commissioner Keith J. Richardson

Date: 5/27/2008

Results for Philadelphia:



1. Public Safety

2. Education

3. Jobs and Economic Development

4. Healthy and Sustainable Communities

5. Ethics

6. Customer Service and a High Performing Government

Agenda

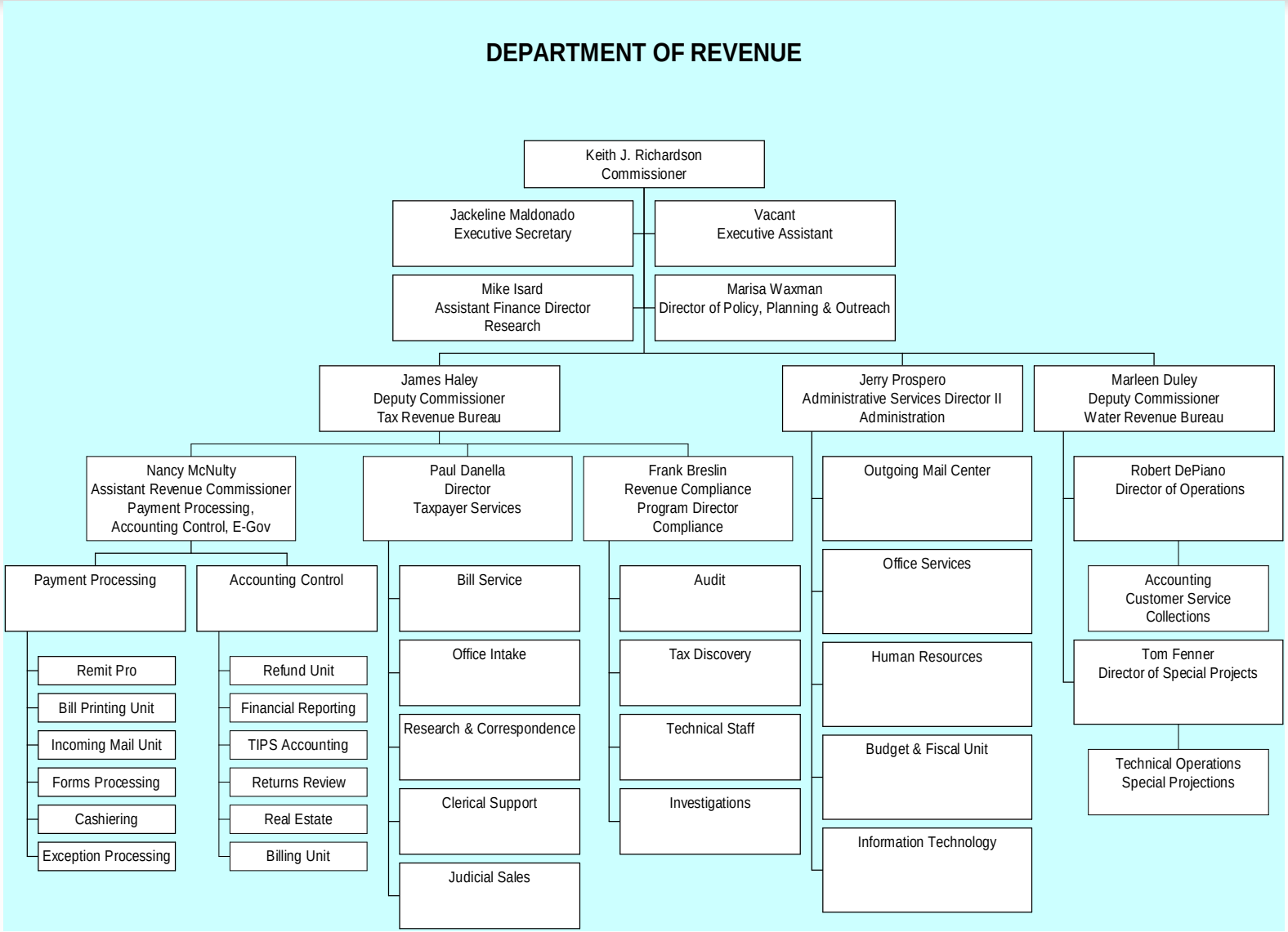
- Department of Revenue Mission
- Departmental Overview
- Supporting the 6 Results for Philadelphia
- Supporting the Crime Plan
- Outcomes &

  Performance Measures
- Customer Service Standards
- Looking Forward

Mission Statement

The mission of the Department of Revenue is to promptly, courteously, and efficiently collect water, sewer, and tax revenues due to the City of Philadelphia and the School District of Philadelphia, in order to provide the resources necessary to deliver services to Philadelphians.

Department of Revenue Overview



Department of Revenue Overview

Key Internal Partners

The success of the Department of Revenue requires collaboration with other department, including:

- Board of Revision of Taxes
- Commerce
- Law
- Licenses & Inspections
- Mayor's Office of Information Services
- Personnel
- Tax Review Board
- Water Department

Supporting the 6 Results for Philadelphia

The Department of Revenue most significant contributions to the results are:

•Collecting funds needed to support activities that produce the results; and

•Providing service to all taxpayers and water customers.

Supporting the Crime Plan

The Department of Revenue contributes to the Crime Plan by:

- Collecting funds to support public safety
- Conduct billing for Police Department
- Administer and conduct outreach for the Philadelphia Re-entry Employment Program (PREP) tax credit.

Outcomes & Measures

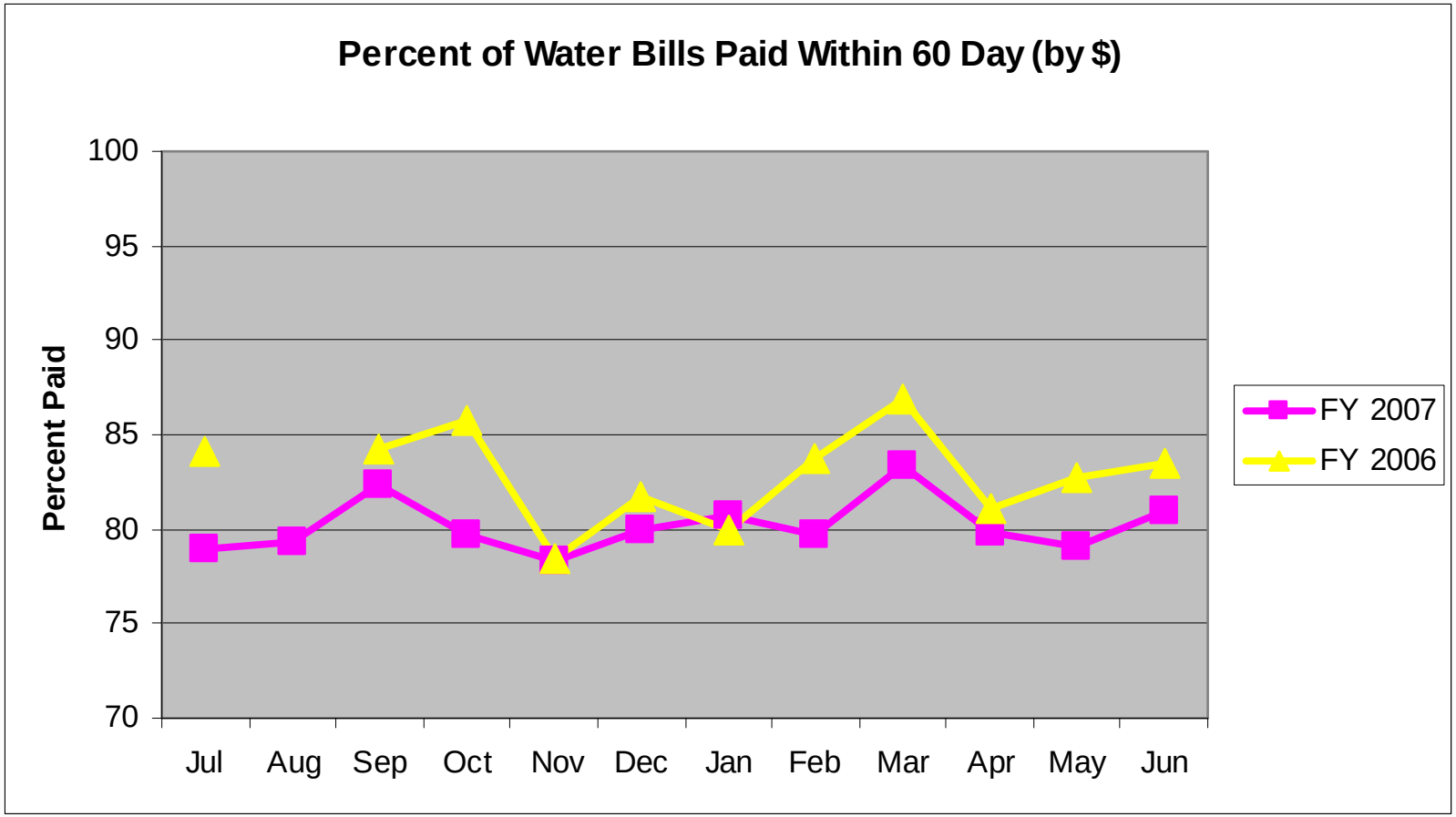
Desired Outcomes

- Collect all revenues due.
- Provide prompt, efficient, courteous service.

Measures to Track Desired Outcomes

- % Water Bills Paid in 60 days
- % Real Estate Taxes Paid
- Dollars Established per Audit
- Average Wait Time for Walk-In Customers
- Percent of Phone Calls Answered

Outcomes & Measures



Goal = Not Yet Determined

Outcomes & Measures

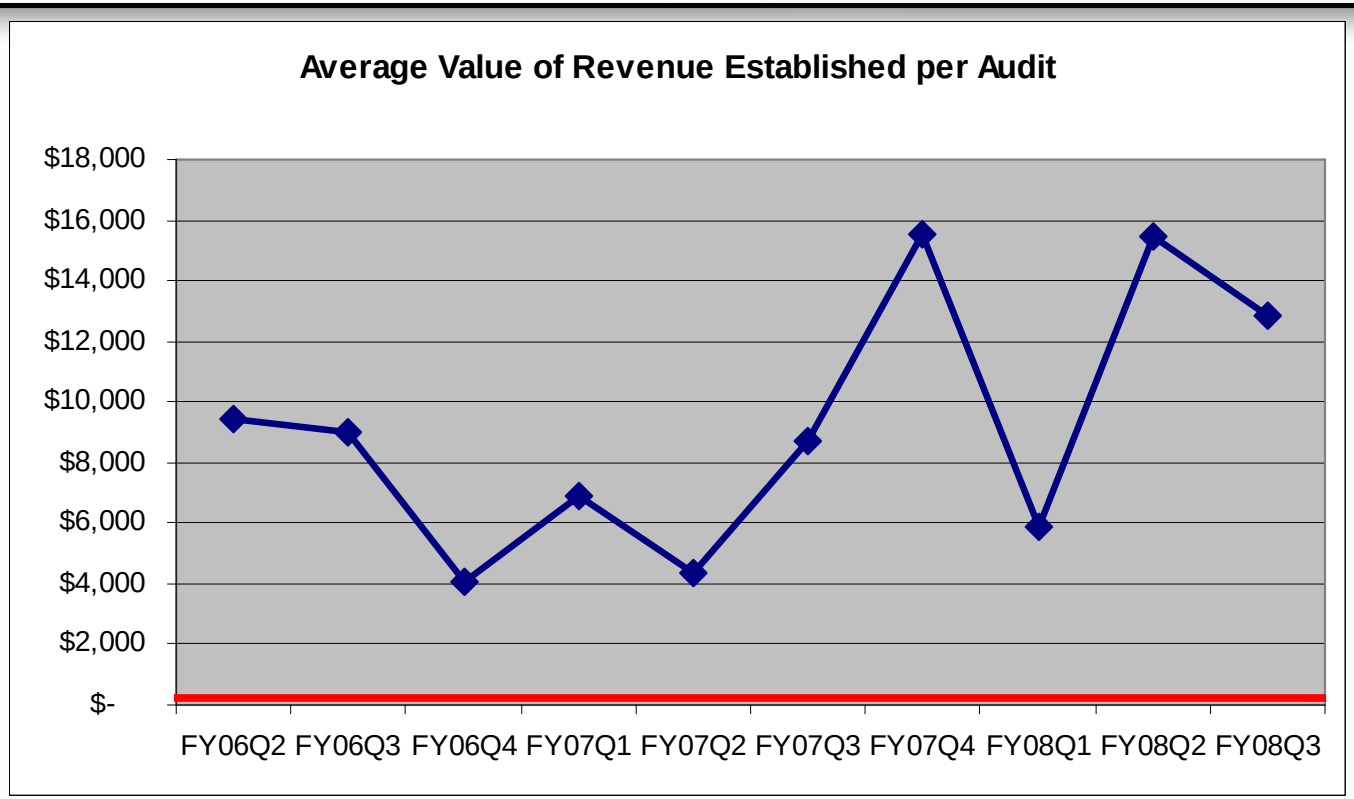
Through 6/30/07

Percent of Real Estate Taxes Paid Within the Year of Levy (in millions)			
Year	Taxes Levied	Taxes Collected	Percent Collected
1998	$ 338.6	$ 311.9	92.1%
1999	$ 343.6	$ 316.2	92.0%
2000	$ 349.3	$ 322.0	92.2%
2001	$ 356.6	$ 326.7	91.6%
2002	$ 368.2	$ 340.4	92.4%
2003	$ 359.4	$ 326.8	90.9%
2004	$ 372.5	$ 340.9	91.5%
2005	$ 373.5	$ 350.3	93.8%
2006	$ 385.6	$ 339.6	88.1%
2007	$ 394.3	$ 328.9	83.4%

Source: Fiscal Year 2007 Comprehensive Annual Financial Report

Goal = Not Yet Determined

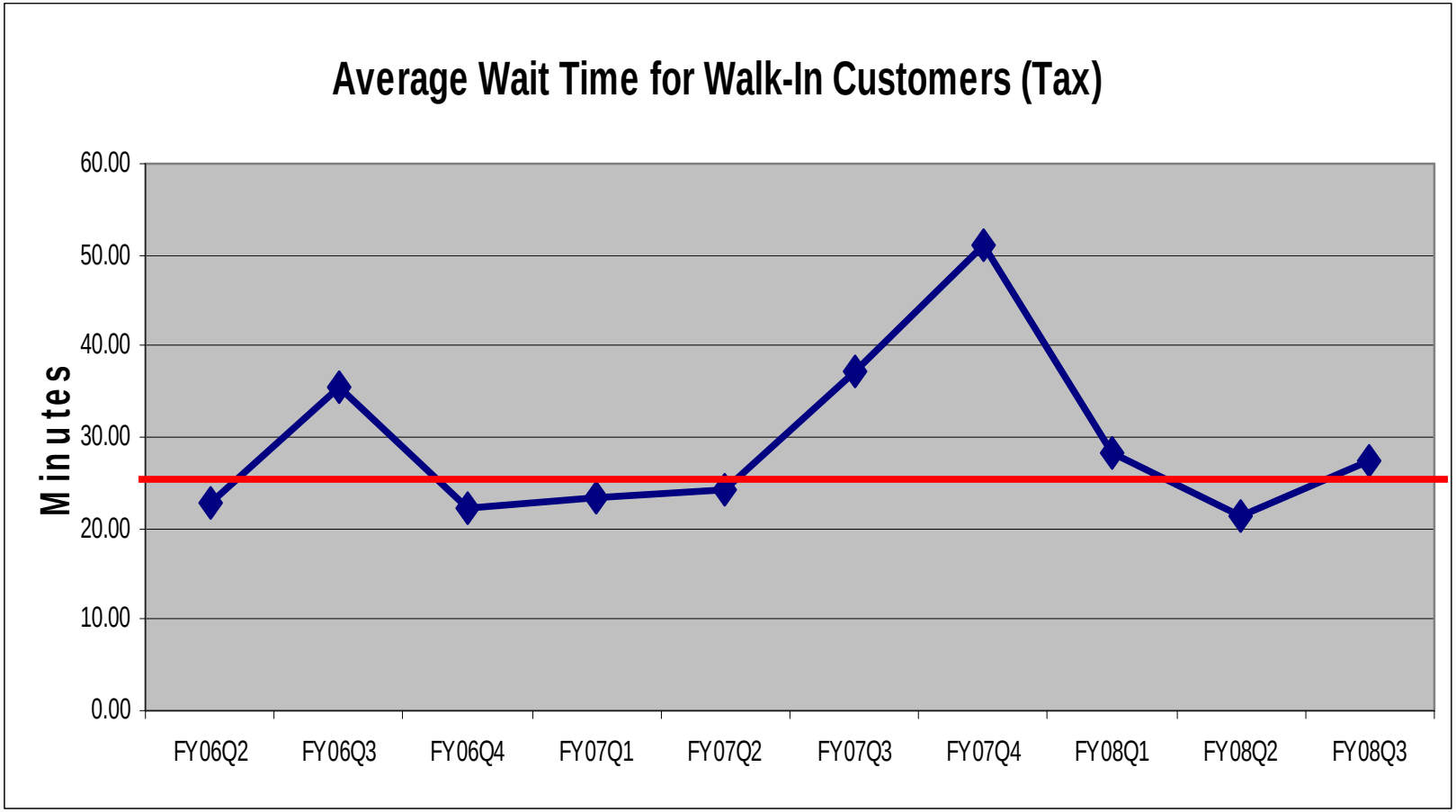
Outcomes & Measures



	FY06Q2	FY06Q3	FY06Q4	FY07Q1	FY07Q2	FY07Q3	FY07Q4	FY08Q1	FY08Q2	FY08Q3
# of Audits	530	516	615	575	760	523	447	503	376	281
Value of Assessments (in millions)	4.9	4.6	2.5	3.9	3.3	4.6	6.9	2.9	5.8	3.6

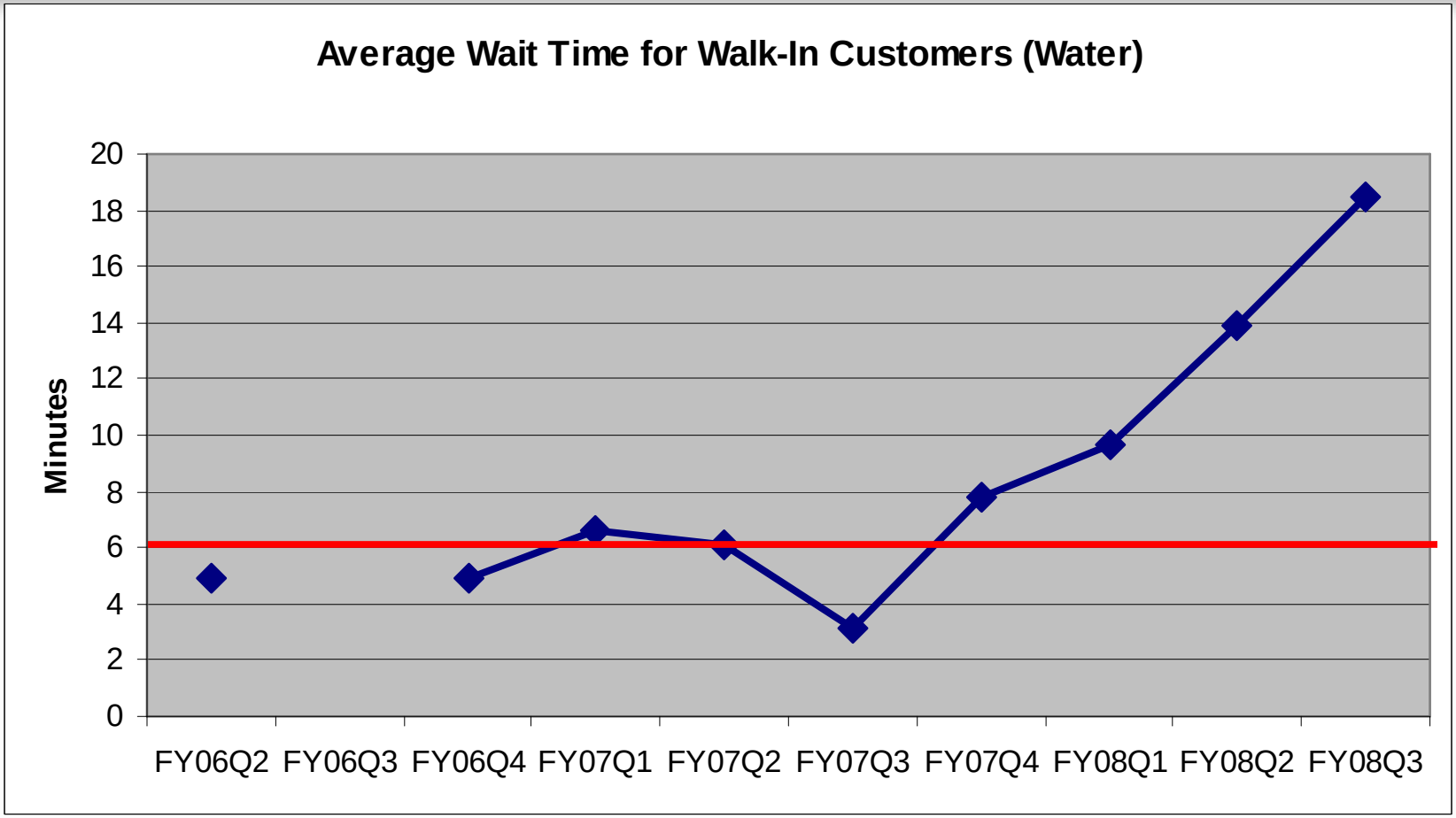
Theoretical Goal = $0

Outcomes & Measures



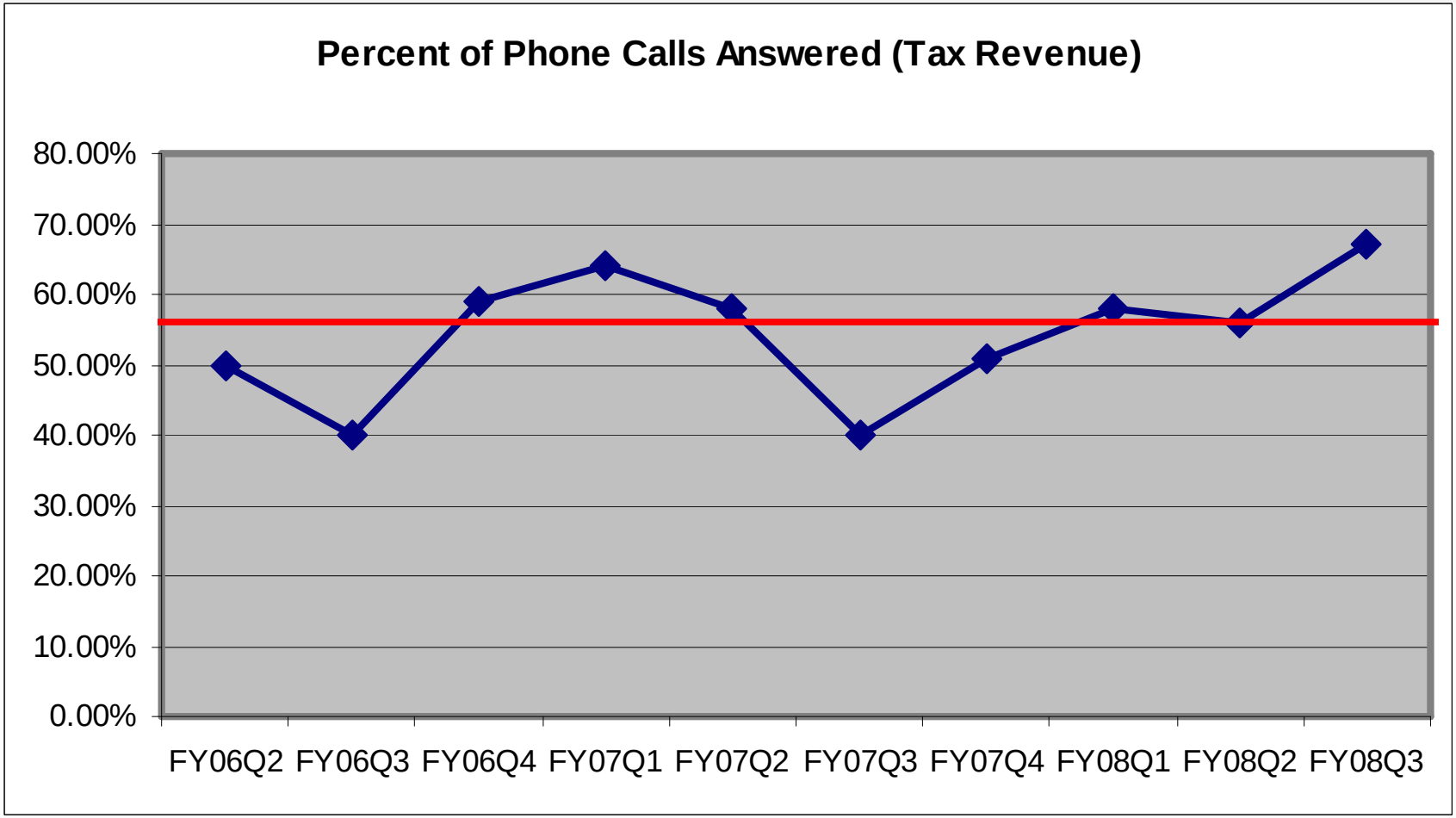
FY 2009 Goal = 25 Minutes

Outcomes & Measures



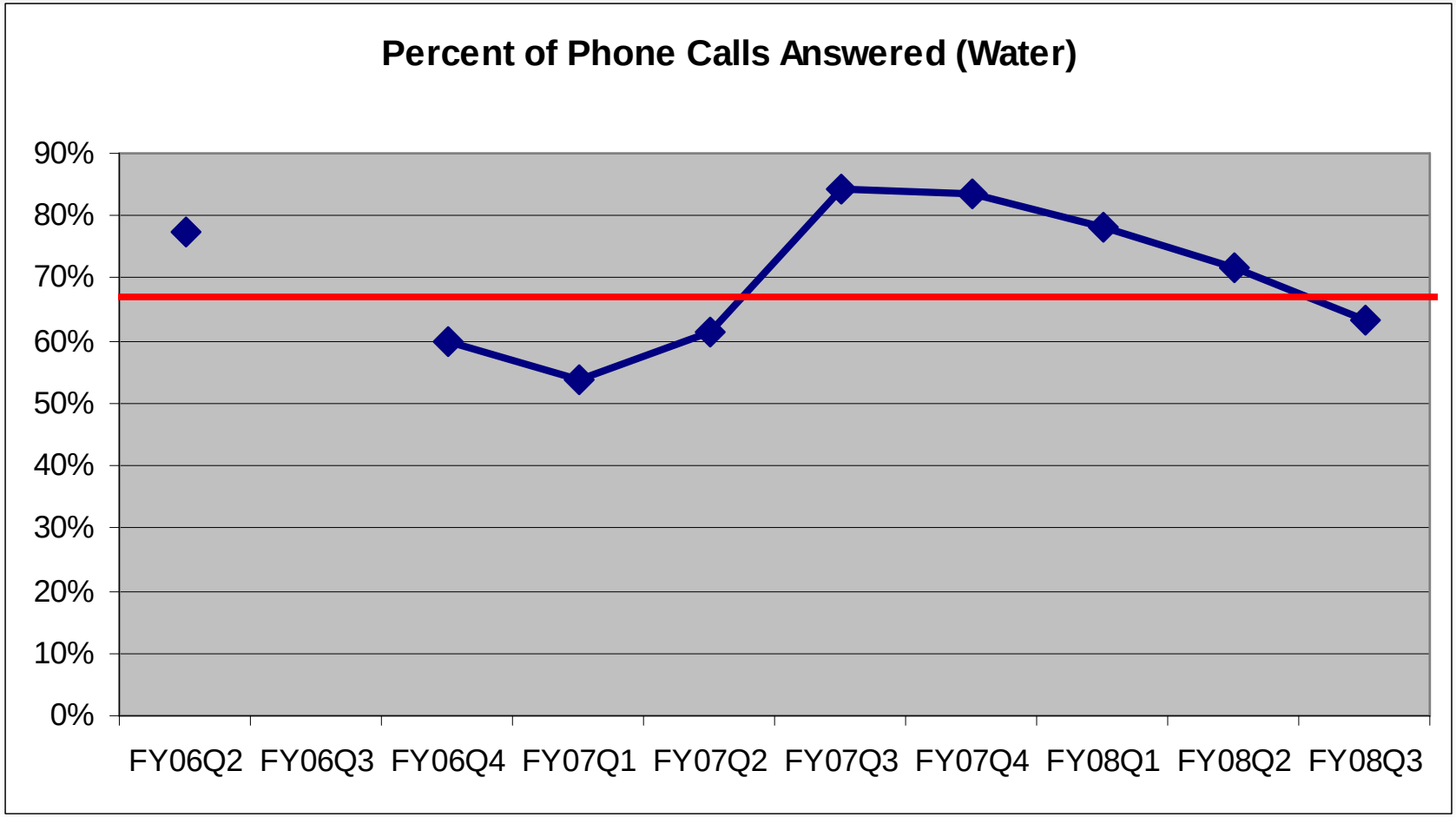
FY 2009 Goal = 6 Minutes 26 Seconds

Outcomes & Measures



FY 2009 Goal = 56%

Outcomes & Measures



FY 2009 Goal = 65%

Outcomes & Measures

What Must Be Done To Improve Service?

- Increase number of customer service agents
- Interactive Voice Response technology for call centers
- Leverage new water billing system
- Expand e-payment
- Improve website functionality for users
- Two-way communication with our customers (tax practitioners and individuals).

Customer Service Standards

How Did We Involve Customers in Setting Our Customer Service Standard?

- Customer Service Survey May 2008
- Ongoing interaction through Tax Advisory Committee
- Analyzed Dept. of Revenue website comments and feedback from users
- Email survey of tax professionals underway (begun 5/19/08)
- Reviewed relevant Citizen Satisfaction Survey results (FY 03-05) in the Mayor's Report on City Services
- Reviewed Temple/Economy League survey Priorities & Performance: Philadelphians' Opinions about Philadelphia

Customer Service Standards

Our customers place the highest priority on getting their questions answered accurately

STANDARD

Customers will receive accurate & understandable explanations to inquiries the first time they seek assistance.

REDRESS

Taxpayers have the option of escalating their issue up the entire departmental chain of command.

Customer Service Standards

The Revenue Department would like customer service standards related to speed of response to customer inquiries, such as the expected response time for correspondence.

- Due to high volumes of customer interactions, manual tracking systems would hurt service quality.
- Electronic Customer Relationship Management tools are needed to understand current conditions and set standards.

Customer Service Standards

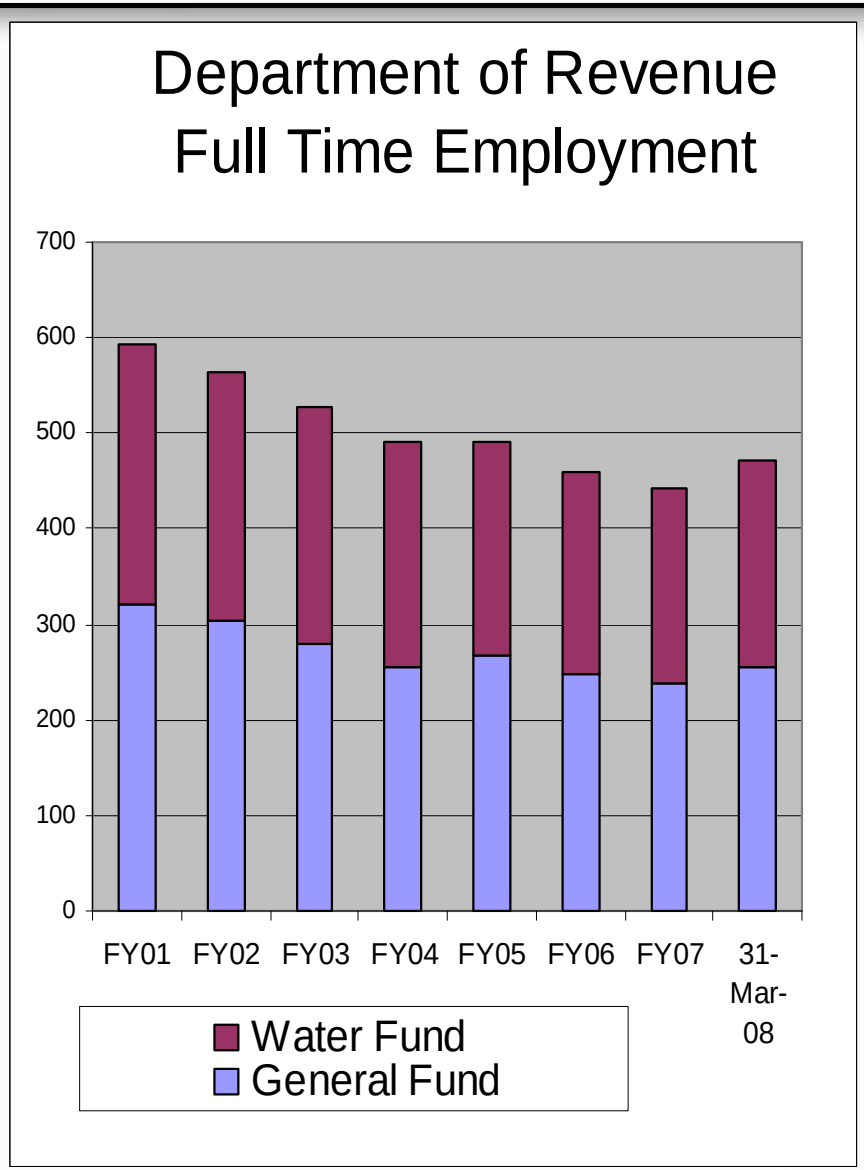
Are the standards public?

- Not yet, but we could:
  - Put signs in the concourse
  - Post on our website
  - Explore putting recording on phone when people are queuing

Looking Forward

The Department of Revenue is pleased with recent progress and excited about upcoming initiatives:

- New staff
- New self-service options
- Improved customer service

But challenges remain:

- Staffing
- Technology
- Vehicles (being resolved)