

SECTION CONTENTS

- Bureau Summary of Appropriations and Positions
- Bureau Distribution By Appropriation Classification
- Department Overview
- Department Budget
 - Distribution By Appropriation Classification
 - Personal Services, Summary of Positions
 - Summary of Positions by Grade

060 - County Treasurer

X - 5

534 - County Treasurer - Tax Sales Automation Fund

X - 13

BUREAU SUMMARY
 COUNTY TREASURER

SUMMARY OF APPROPRIATIONS

Department and Title	Expenditures Year-to-date	2011 Adjusted Appropriation	Department Request	President's Recommendation	Difference
Corporate Fund					
060 - County Treasurer	4,487,552.76	5,021,950	4,871,891	4,871,891	(150,059)
Corporate Fund Total	4,487,552.76	5,021,950	4,871,891	4,871,891	(150,059)
General Fund Total	4,487,552.76	5,021,950	4,871,891	4,871,891	(150,059)
Special Purpose Funds					
534 - County Treasurer - Tax Sales Automation Fund	5,862,963.40	8,687,960	8,913,040	8,913,040	225,080
Special Purpose Funds Total	5,862,963.40	8,687,960	8,913,040	8,913,040	225,080
Special Purpose Fund Total	5,862,963.40	8,687,960	8,913,040	8,913,040	225,080
Total Appropriations	10,350,516.16	13,709,910	13,784,931	13,784,931	75,021

SUMMARY OF POSITIONS

Department and Title	2011 Approved Positions	Department Request	President's Recommendation	Difference
Corporate Fund				
060 - County Treasurer	43.2	39.0	39.0	(4.2)
Corporate Fund Total	43.2	39.0	39.0	(4.2)
General Fund Total	43.2	39.0	39.0	(4.2)
Special Purpose Funds				
534 - County Treasurer - Tax Sales Automation Fund	71.0	71.0	71.0	
Special Purpose Funds Total	71.0	71.0	71.0	
Special Purpose Fund Total	71.0	71.0	71.0	
Total Positions	114.2	110.0	110.0	(4.2)

DISTRIBUTION BY APPROPRIATION CLASSIFICATION
 COUNTY TREASURER

Account	2011 Expend. Year-to-date	2011 Adjusted Appropriation	Department Request	President's Recommendation	Difference
Personal Services					
110/501010 Salaries and Wages of Regular Employees	2,220,458.63	2,656,814	2,405,220	2,405,220	(251,594)
120/501210 Overtime Compensation	226.38	10,000	10,000	10,000	
129/501300 Salaries and Wages of Seasonal Work Employees		100	100	100	
170/501510 Mandatory Medicare Costs	1,362.07				
185/501810 Professional and Technical Membership Fees	1,975.00	2,000	2,000	2,000	
186/501860 Training Programs for Staff Personnel	429.00	5,000	4,000	4,000	(1,000)
190/501970 Transportation and Other Travel Expenses for Employees		100	100	100	
Personal Services Total	2,224,451.08	2,674,014	2,421,420	2,421,420	(252,594)
Contractual Services					
214/520030 Armored Car Service	28,000.00	28,000	32,000	32,000	4,000
217/520100 Transportation for Specific Activities and Purposes		95	100	100	5
220/520150 Communication Services			23,571	23,571	23,571
225/520260 Postage	1,566,100.12	1,584,675	1,630,000	1,630,000	45,325
228/520280 Delivery Services		95	100	100	5
240/520490 External Graphics and Reproduction Services	533,474.16	532,125	560,000	560,000	27,875
242/520550 Surveys, Operations and Reports	6,558.25	9,249	9,500	9,500	251
245/520610 Advertising For Specific Purposes	1,164.00	3,732	3,500	3,500	(232)
246/520650 Imaging of Records		475	500	500	25
250/520730 Premiums on Fidelity, Surety Bonds and Public Liability		19,000	40,000	40,000	21,000
261/520890 Legal Fees Regarding Labor Matters	22,532.75	29,626	30,000	30,000	374
Contractual Services Total	2,157,829.28	2,207,072	2,329,271	2,329,271	122,199
Supplies and Materials					
320/530100 Wearing Apparel	2,377.02	4,738	4,000	4,000	(738)
350/530600 Office Supplies	11,961.74	21,309	22,000	22,000	691
353/530640 Books, Periodicals, Publications, Archives and Data Services	2,247.39	4,146	3,000	3,000	(1,146)
353/530675 County Wide Lexis-Nexis Contract			1,500	1,500	1,500
355/530700 Photographic and Reproduction Supplies		475	500	500	25
388/531650 Computer Operation Supplies	3,274.98	3,811	4,000	4,000	189
Supplies and Materials Total	19,861.13	34,479	35,000	35,000	521
Operations and Maintenance					
440/540130 Maintenance and Repair of Office Equipment	5,621.95	9,561	9,800	9,800	239
441/540170 Maintenance and Repair of Data Processing Equipment and Software		95	100	100	5
445/540290 Operation of Automotive Equipment	5,501.32	14,367	100	100	(14,267)
Operations and Maintenance Total	11,123.27	24,023	10,000	10,000	(14,023)
Rental and Leasing					
630/550010 Rental of Office Equipment	74,288.00	65,862	70,000	70,000	4,138
630/550018 County Wide Canon Photocopier Lease			6,000	6,000	6,000
634/550060 Rental of Automotive Equipment		14,000	100	100	(13,900)
Rental and Leasing Total	74,288.00	79,862	76,100	76,100	(3,762)
Contingency and Special Purposes					
881/580240 County Government Public Programs and Events		2,500	100	100	(2,400)
Contingency and Special Purposes Total		2,500	100	100	(2,400)
Operating Funds Total	4,487,552.76	5,021,950	4,871,891	4,871,891	(150,059)

DISTRIBUTION BY APPROPRIATION CLASSIFICATION
 COUNTY TREASURER

Account	2011 Expend. Year-to-date	2011 Adjusted Appropriation	Department Request	President's Recommendation	Difference
<u>(717) New/Replacement Capital Equipment</u>					
579/560450 Computer Equipment	15,550.00				
		15,550.00			
Total Capital Equipment Request Total		15,550.00			

DISTRIBUTION BY APPROPRIATION CLASSIFICATION
COUNTY TREASURER - SPECIAL PURPOSE FUNDS

Account	2011 Expend. Year-to-date	2011 Adjusted Appropriation	Department Request	President's Recommendation	Difference
Personal Services					
110/501010 Salaries and Wages of Regular Employees	3,940,614.31	5,375,724	5,058,373	5,058,373	(317,351)
115/501170 Appropriation Adjustment for Personal Services		2,600	2,600	2,600	
120/501210 Overtime Compensation		18,000	18,000	18,000	
129/501300 Salaries and Wages of Seasonal Work Employees	31,109.86	100,000	100,000	100,000	
170/501510 Mandatory Medicare Costs	54,219.48	77,980	78,061	78,061	81
174/501570 Pension	410,481.00	703,682	653,243	653,243	(50,439)
175/501590 Life Insurance Program	8,682.56	19,486	12,552	12,552	(6,934)
176/501610 Health Insurance	585,019.11	909,788	966,657	966,657	56,869
177/501640 Dental Insurance Plan	23,478.32	32,868	34,620	34,620	1,752
179/501690 Vision Care Insurance	8,310.79	8,318	8,250	8,250	(68)
183/501770 Seminars for Professional Employees		1,000	2,000	2,000	1,000
185/501810 Professional and Technical Membership Fees	295.00	1,500	1,500	1,500	
186/501860 Training Programs for Staff Personnel		44,800	92,250	92,250	47,450
190/501970 Transportation and Other Travel Expenses for Employees		3,600	1,000	1,000	(2,600)
Personal Services Total	5,062,210.43	7,299,346	7,029,106	7,029,106	(270,240)
Contractual Services					
245/520610 Advertising For Specific Purposes	2,966.00	4,900	4,500	4,500	(400)
260/520830 Professional and Managerial Services	427,500.00	410,442	565,000	565,000	154,558
Contractual Services Total	430,466.00	415,342	569,500	569,500	154,158
Supplies and Materials					
350/530600 Office Supplies		23,100	23,000	23,000	(100)
353/530640 Books, Periodicals, Publications, Archives and Data Services	750.00	5,000	4,500	4,500	(500)
388/531650 Computer Operation Supplies	114,032.04	160,000	95,500	95,500	(64,500)
Supplies and Materials Total	114,782.04	188,100	123,000	123,000	(65,100)
Operations and Maintenance					
441/540170 Maintenance and Repair of Data Processing Equipment and Software	166,128.68	338,300	515,700	515,700	177,400
Operations and Maintenance Total	166,128.68	338,300	515,700	515,700	177,400
Capital Equipment and Improvements					
530/560510 Office Furnishings and Equipment			5,000	5,000	5,000
579/560450 Computer Equipment	43,482.28	376,113	404,667	404,667	28,554
Capital Equipment and Improvements Total	43,482.28	376,113	409,667	409,667	33,554
Rental and Leasing					
630/550010 Rental of Office Equipment		9,567			(9,567)
630/550018 County Wide Canon Photocopier Lease			10,000	10,000	10,000
Rental and Leasing Total		9,567	10,000	10,000	433
Contingency and Special Purposes					
883/580260 Cook County Administration	45,893.97	61,192	256,067	256,067	194,875
Contingency and Special Purposes Total	45,893.97	61,192	256,067	256,067	194,875
Operating Funds Total	5,862,963.40	8,687,960	8,913,040	8,913,040	225,080

DEPARTMENT OVERVIEW
060 COUNTY TREASURER

Mission

We, the Office of the Cook County Treasurer, exist to collect, safeguard, invest, and disburse property tax funds to the approximately 2200 local governments. The Treasurer serves the taxpayers by providing timely and accurate financial reporting and various services in a manner that is fair, legal, and courteous. To meet our statutory obligations, we use technical expertise employing modern, innovative, and cost-effective methodologies.

Mandates and Key Activities

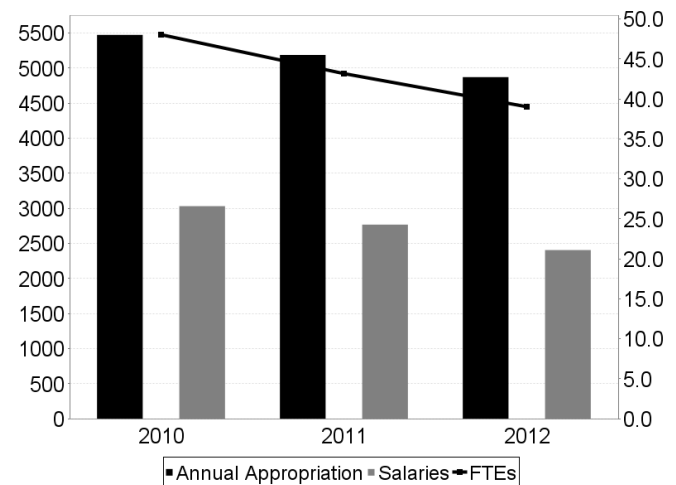
- Mandates:
 - Print and Mail Property Tax Bills (Current and Prior)
 - Collect Property Tax Payments (Current and Prior)
 - Collect and Safeguard Inheritance Tax, Bankruptcy, and Court Ordered Deposits
 - Conduct Tax Sale for Delinquent Taxes (Annual & Scavenger)
 - Collect Delinquent Special Assessments
 - Distribute Property Taxes to approximately 2,200 Taxing Bodies
 - Refund Duplicate and Overpayments on Property Taxes
 - Process Court Ordered Refund Requests
 - Disclose Taxing District Debts
- Programs & Key Activities:
 - Print & Mail 1st and 2nd Installment Tax Bills
 - Collect payments for 1st and 2nd Installment Tax Bills
 - Print & Mail Tax Delinquency Notices for Delinquent Prior Years' Taxes
 - Collect Delinquent Taxes prior to Tax Sale
 - Conduct Annual and Scavenger Tax Sale for Delinquent Property Tax Payments
 - Invest Property Tax Payments
 - Reduce Duplicate and Overpayments of Property Taxes

Discussion of 2011 Activities and 2012 Initiatives

- Decrease Headcount – Total office headcount reduced from 250 in 1998 to 110 in 2012, a decrease of 56%. Eliminated 4 positions from FY2011.
- Uncashed Checks on Web – Ability to perform a search on checks issued by Cook County Treasurer's Office.
- New Informative Message on Tax Bill – A "Pre Commitment to Pay" message will be printed on Cook County property tax bills earmarked for escrow payment, informing taxpayers if a mortgage company or third party agent has agreed to pay the property taxes due. The goal is to inform taxpayers prior to payment to avoid duplicate payments.
- Chase Branch Point of Service (POS) Deposit/Image Capture – Cook County property tax payments will be imaged and deposited at the time the transaction occurs.
- Tax Research Database Enhancements – Update current internal research database.
- New Help Desk System – Install new help desk application, which will reduce the lifecycle of help desk issues and increase the productivity of users and IT support.
- IT Documentation – Create procedural documentation of the tasks that are performed by each IT resource. Documents will be centrally stored in SharePoint to facilitate accessibility.
- Infrastructure Platform Administration – Upgrade existing server environment on a new platform.

- Security Assessment– Independent comprehensive security assessment of systems, Web sites, networks and servers.
- Credit Card Acceptance – Ability to pay property taxes via a credit card by using a Web-enabled online transaction.
- Redesign of www.cookcountytreasurer.com – Improve accessibility to online information and payment options.
- Decrease the number of duplicate and overpayments due to STOPS - STOPS was implemented prior to the 2009 2nd Installment property tax collection to prevent duplicate and overpayments by ensuring that only the legally responsible party submits payment.
- Increase Transparency to Taxing District Debt Information - Expand and improve access to taxing district debt information so taxpayers may view how much they owe to their local governments.

Appropriations (\$ thousands)			
Fund Category	2010 Adopted	2011 Adopted	2012 Recommended
General	5,474.2	5,188.5	4,871.9
Total	5,474.2	5,188.5	4,871.9
	Adopted	Adopted	Recommended
FTE Positions	48.0	43.2	39.0



S.T.A.R. Goals/Key Performance Indicators

- Increase Taxpayer Convenience by Providing Additional Payment Options and Services
 - # of online individual tax payer payments: as of 2010, the actual # of online individual tax payer payments was 233,718 which led to a 2011 target 320,000. In 2011, the Treasurer's Office met their 3rd quarter target of 269,802.
 - # of online commercial taxpayer payments: as of 2010, the actual # of online commercial taxpayer payments was 1,014,192 which led to a 2011 target of 2,000,000. In 2011, the Treasurer's Office met their 3rd quarter target of 1,472,226.
 - # of bank branch payments: as of 2010, the actual # of bank branch payments was 661,214, which led to a 2011 target of 900,000. In 2011, the Treasurer's

DEPARTMENT OVERVIEW

060 COUNTY TREASURER

Office met their 3rd quarter target of 692,442.

- # of mail payments: as of 2010, the actual # of mail payments was 527,329, which led to a 2011 target 700,000. In 2011, the Treasurer's Office met the 3rd quarter target of 529,354.

- # of bank branch locations: as of 2010, the actual # of bank branch locations was 394, which increased to 397 in 2011.

- Decrease Processing Time by Continuing Automation Efforts and Implementing Technologies That Streamline Manual Processes

- Average # of weeks to process overpayments: as of 2010, the average # of weeks to process overpayments was 7 which led to a 2011 target of 6. In 2011, the Treasurer's Office met their 3rd quarter target of 5.

- Improve Customer Service by Providing Information Online and Responding to Taxpayer Inquiries VIA Online System

- # of Web-Site Hits: as of 2010, the # of web-site hits was 3,801,303, which led to a 2011 target of 3,805,000. In 2011, the Treasurer's Office made their 3rd quarter target of 2,451,350.

- # of emails (CRM): as of 2010, the # of e-mails (CRM) was 9,658, which led to a 2011 target of 10,000. In 2011k the Treasurer's Office met their 3rd quarter goal of 6,217.

- Average response time (min) to taxpayer inquiries submitted by email: as of 2010, the average response time (min) to taxpayer inquiries submitted by email was 9 which led to a 2011 target of 8. In 2011, the Treasurer's Office met its target 3rd quarter target of 8.

Programs

Taxpayer Convenience – Payments

Three alternative methods of paying Cook County taxes:

-Nearly 400 Chase Branches, including 57 Dominick's locations, accept Cook County property tax payments. These Chase locations have collected over 5.2 million payments. Over 8.1 million tax payments have been made at bank branch locations including those made at the previous branch provider.

-Online Payments – over 1.5 million tax payments made online.

-Community Banking Program – 209 bank branches participated in the last installment.

Web site – cookcountytreasurer.com

Nearly 28 million (over 317,000 per month) visitors have used this state-of-the-art system since February 2004 to:

-Check payment status, search for a refund and check 3-year exemption history.

-Download forms, applications and brochures.

Automated Phone System – English • Spanish • Polish – 312.443.5100

Over 3.4 million (over 36,000 per month) calls received since the implementation of the Automated Phone System (August 2003) to:

-Check payment status and search for a refund.

-Receive important frequently updated information on the property tax system.

E-Mail System – Customer Relationship Management System

Over 106,000 e-mails answered through this system by 30-40 employees in the Office who have been trained on the system, Customer Service and various research systems.

Budget – Fiscal Responsibility

Submitted annual budgets for the #060 County Treasurer budget below the previous year, for ten consecutive budgets beginning in FY2002 with a 1.1% reduction, followed by reductions of 1.9%, 3.5%, 3.2%, 6.8%, 8.3%, 34.8%, 6.8%, 7.2%, and 6.1%. The FY2012 budget reduction is 10.6%, which includes a 6.1% reduction in spending and a revenue credit (as determined by the Cook County Budget Dept.) of \$234,525. Beginning in FY2008, reductions due primarily to shifting the burden from the Corporate, taxpayer-funded #060 budget to the #534 County Treasurer – Automation Fund, which is funded through fees collected by the Treasurer's Office.

Reduction in Staff

Reduced staff by 136 positions, a decrease of 56%. (FY1998 – 250 positions to FY2012 – 110 positions.) This reduction occurred through automation, attrition, reduction in staff and closing five satellite offices. Note: Upon taking office, recruited and hired specialized professional-level employees.

Web-based Systems for Third Parties

-Nearly 11 million payments totaling nearly \$27 billion have been made using the Third-Party Agent (TPA) Program since the implementation of the system in September 2003.

-Subsequent Tax Electronic Payment System (STEPS) allows Annual Tax Buyers to pay subsequent general taxes online through an ACH debit. Over 160,000 payments have been made since the system was implemented on December 17, 2007.

-Real-Time TPA System (RTS) allows banks, mortgage and title companies to pay general property taxes online through an ACH debit and receive an instant receipt. Over 280,000 payments have been made since the system was implemented on February 4, 2008.

-Designed Online Taxing Agency Extranet (TAE), which provides an informational site for communication with taxing agencies. This site features automatically uploaded distribution reports (details of tax collection and refunds) that are downloadable by agencies in electronic format. Prior to this online solution, the process required the office approximately 100 times a year to use 15 employees to mail hard copied reports to 2,000 agencies via the USPS.

-Implemented an Automated Tax Sale to replace the traditional outcry auction. Previously the sale would take one month, now takes four days.

Outreach Program

Treasurer's Outreach Program informs taxpayers about the Cook County property-tax system. Several informational brochures are currently available in English and 22 languages: Albanian, Arabic, Assyrian, Bulgarian, Chinese, Croatian, Czech, German, Greek, Italian, Japanese, Korean, Lithuanian, Polish, Romanian, Russian, Serbian, Slovakian, Spanish, Thai, Ukrainian, and Urdu.

Automation/Information Technology

DEPARTMENT OVERVIEW

060 COUNTY TREASURER

The Treasurer's Office recognizes that technological upgrades and IT infrastructure should not be funded by the taxpayers of Cook County, but rather the bulk users such as mortgage and title companies.

With the concurrence of the Cook County Board of Commissioners, the office initiated a \$5 duplicate bill fee for Tax Payment Agents (TPA), such as mortgage or title companies, when paying or requesting a tax bill. This fee established the basis for the 534 Special Purpose Automation Account. The 534 Account was established to pay costs related to the automation of property tax collections and delinquent property tax sales, including the costs of hardware, software, research and development and personnel.

Debt Disclosure Ordinance – Transparency in Government

The Debt Disclosure Ordinance, initiated by the Cook County Treasurer and passed by the Cook County Board, requires every local taxing district to annually submit an electronic copy of the agency's most recent financial statement, debts/liabilities, gross tax levy, revenue, pension liability and unfunded pension liability. Taxpayers may visit cookcountytreasurer.com to review this financial information.

DISTRIBUTION BY APPROPRIATION CLASSIFICATION
DEPARTMENT 060 - COUNTY TREASURER

Account	2011 Expend. Year-to-date	2011 Adjusted Appropriation	Department Request	President's Recommendation	Difference
Personal Services					
110/501010 Salaries and Wages of Regular Employees	2,220,458.63	2,656,814	2,405,220	2,405,220	(251,594)
120/501210 Overtime Compensation	226.38	10,000	10,000	10,000	
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170/501510 Mandatory Medicare Costs	1,362.07				
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186/501860 Training Programs for Staff Personnel	429.00	5,000	4,000	4,000	(1,000)
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Personal Services Total	2,224,451.08	2,674,014	2,421,420	2,421,420	(252,594)
Contractual Services					
214/520030 Armored Car Service	28,000.00	28,000	32,000	32,000	4,000
217/520100 Transportation for Specific Activities and Purposes		95	100	100	5
220/520150 Communication Services			23,571	23,571	23,571
225/520260 Postage	1,566,100.12	1,584,675	1,630,000	1,630,000	45,325
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Rental and Leasing					
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634/550060 Rental of Automotive Equipment		14,000	100	100	(13,900)
Rental and Leasing Total	74,288.00	79,862	76,100	76,100	(3,762)
Contingency and Special Purposes					
881/580240 County Government Public Programs and Events		2,500	100	100	(2,400)
Contingency and Special Purposes Total		2,500	100	100	(2,400)
Operating Funds Total	4,487,552.76	5,021,950	4,871,891	4,871,891	(150,059)

DISTRIBUTION BY APPROPRIATION CLASSIFICATION
 DEPARTMENT 060 - COUNTY TREASURER

Account	2011 Expend. Year-to-date	2011 Adjusted Appropriation	Department Request	President's Recommendation	Difference
<u>(717) New/Replacement Capital Equipment - 71700060</u>					
579/560450 Computer Equipment	15,550.00				
		15,550.00			
Total Capital Equipment Request Total		15,550.00			

PERSONAL SERVICES - SUMMARY OF POSITIONS BY BUSINESS UNIT AND JOB CODE
DEPARTMENT 060 - COUNTY TREASURER

Job Code	Title	Grade	2011 Current		Department Request		President's Recommendation	
			FTE Pos.	Salaries	FTE Pos.	Salaries	FTE Pos.	Salaries
01 Executive Division								
01 Executive - 0601228								
0008	County Treasurer	SEL	1.0	105,000	1.0	105,000	1.0	105,000
0285	Assistant to County Treasurer	22	1.0	94,417	1.0	96,329	1.0	96,329
			2.0	\$199,417	2.0	\$201,329	2.0	\$201,329
03 Taxpayers' Assistance Section - 0601407								
0291	Administrative Analyst I	17	1.0	55,822	1.0	56,953	1.0	56,953
0370	Tax Examiner V	15	1.0	48,546	1.0	49,762	1.0	49,762
0047	Administrative Assistant II	14	1.0	51,439	1.0	51,439	1.0	51,439
1004	Telephone Operator IV	14	1.0	48,948				
0369	Tax Examiner IV	13		1		1		1
			4.0	\$204,756	3.0	\$158,155	3.0	\$158,155
02 Finance Division								
01 Administration - 0601231								
0108	Deputy County Treasurer	24	1.0	151,130	1.0	151,131	1.0	151,131
0292	Administrative Analyst II	19	1.0	65,482	1.0	66,809	1.0	66,809
0370	Tax Examiner V	15			1.0	49,762	1.0	49,762
0369	Tax Examiner IV	13	1.0	46,045				
			3.0	\$262,657	3.0	\$267,702	3.0	\$267,702
03 Human Resources - 0601233								
0708	Director	24	1.0	98,257	1.0	103,257	1.0	103,257
			1.0	\$98,257	1.0	\$103,257	1.0	\$103,257
04 General Office Supplies - 0601234								
0291	Administrative Analyst I	17	2.0	121,849	2.0	123,186	2.0	123,186
4803	File Manager II	15			1.0	49,762	1.0	49,762
0047	Administrative Assistant II	14	1.0	46,245				
4640	Collector II	11		1		1		1
			3.0	\$168,095	3.0	\$172,949	3.0	\$172,949
03 Collection Division								
01 Administrative - 0601239								
0291	Administrative Analyst I	17	1.0	58,767	1.0	59,295	1.0	59,295
			1.0	\$58,767	1.0	\$59,295	1.0	\$59,295
03 Budget and Purchasing - 0601241								
0813	Project Leader-Midrange Systems	23	1.0	95,883				
0202	Budget Analyst II	17	1.0	56,307	1.0	57,436	1.0	57,436
			2.0	\$152,190	1.0	\$57,436	1.0	\$57,436
05 Office Services Division								
02 Taxpayer Assistance - 0601251								
0291	Administrative Analyst I	17	1.0	59,626	1.0	60,788	1.0	60,788
0048	Administrative Assistant III	16	4.0	220,297	4.0	222,328	4.0	222,328
0852	Information Supervisor	16	1.0	56,162	1.0	57,300	1.0	57,300
4692	Tax Information Representative III	15	1.0	55,301	1.0	55,301	1.0	55,301
4694	Tax Services Supervisor II	15	1.0	42,994	1.0	42,979	1.0	42,979
0369	Tax Examiner IV	13	1.0	46,045	1.0	46,045	1.0	46,045
			9.0	\$480,425	9.0	\$484,741	9.0	\$484,741
04 Refunds - 0601253								
0291	Administrative Analyst I	17	1.0	60,873				
0048	Administrative Assistant III	16	4.0	225,083	4.0	226,132	4.0	226,132
4694	Tax Services Supervisor II	15	1.0	53,155	2.0	102,917	2.0	102,917
0047	Administrative Assistant II	14	1.0	49,440	1.0	49,440	1.0	49,440

PERSONAL SERVICES - SUMMARY OF POSITIONS BY BUSINESS UNIT AND JOB CODE
DEPARTMENT 060 - COUNTY TREASURER

Job Code	Title	Grade	2011 Current		Department Request		President's Recommendation	
			FTE Pos.	Salaries	FTE Pos.	Salaries	FTE Pos.	Salaries
1102	Computer Operator II	14	1.0	49,440	1.0	49,778	1.0	49,778
4693	Tax Services Supervisor I	14	1.0	48,437				
0369	Tax Examiner IV	13	1.0	46,045	1.0	46,488	1.0	46,488
			10.0	\$532,473	9.0	\$474,755	9.0	\$474,755
06 Legal Division								
01 Administration - 0600616								
0057	Director of Communications	24	1.0	119,000	1.0	119,000	1.0	119,000
			1.0	\$119,000	1.0	\$119,000	1.0	\$119,000
03 Legal Department - 0600618								
1034	Chief Legal Counsel - Treasurer	24	1.0	97,500	1.0	90,000	1.0	90,000
0106	Assistant County Treasurer III	23	0.1	11,363				
0293	Administrative Analyst III	21	1.0	82,152				
0050	Administrative Assistant IV	18	1.0	64,960	1.0	66,222	1.0	66,222
0251	Business Manager I	18	1.0	68,630	1.0	69,666	1.0	69,666
0370	Tax Examiner V	15	1.0	51,183	1.0	53,009	1.0	53,009
			5.1	\$375,788	4.0	\$278,897	4.0	\$278,897
07 Outreach Program and Services (TOPS)								
01 Administration - 0600701								
0820	Chief of Government and Community Affairs	24	0.1	11,121				
			0.1	\$11,121				
02 Ethnic Affairs/Senior Citizens Outreach Program - 0600702								
0852	Information Supervisor	16	1.0	56,793	1.0	57,945	1.0	57,945
			1.0	\$56,793	1.0	\$57,945	1.0	\$57,945
03 Community Programs - 0600703								
4692	Tax Information Representative III	15			1.0	49,095	1.0	49,095
0047	Administrative Assistant II	14	1.0	48,437				
			1.0	\$48,437	1.0	\$49,095	1.0	\$49,095
Total Salaries and Positions			43.2	\$2,768,176	39.0	\$2,484,556	39.0	\$2,484,556
Turnover Adjustment						(79,336)		(79,336)
Operating Funds Total			43.2	\$2,768,176	39.0	\$2,405,220	39.0	\$2,405,220

PERSONAL SERVICES - SUMMARY OF POSITIONS BY GRADE
DEPARTMENT 060 - COUNTY TREASURER

Grade	2011 Current		Department Request		President's Recommendation	
	FTE Pos.	Salaries	FTE Pos.	Salaries	FTE Pos.	Salaries
SEL	1.0	105,000	1.0	105,000	1.0	105,000
24	4.1	477,008	4.0	463,388	4.0	463,388
23	1.1	107,246				
22	1.0	94,417	1.0	96,329	1.0	96,329
21	1.0	82,152				
19	1.0	65,482	1.0	66,809	1.0	66,809
18	2.0	133,590	2.0	135,888	2.0	135,888
17	7.0	413,244	6.0	357,658	6.0	357,658
16	10.0	558,335	10.0	563,705	10.0	563,705
15	5.0	251,179	9.0	452,587	9.0	452,587
14	7.0	342,386	3.0	150,657	3.0	150,657
13	3.0	138,136	2.0	92,534	2.0	92,534
11		1		1		1
Total Salaries and Positions	43.2	\$2,768,176	39.0	\$2,484,556	39.0	\$2,484,556
Turnover Adjustment				(79,336)		(79,336)
Operating Funds Total	43.2	\$2,768,176	39.0	\$2,405,220	39.0	\$2,405,220

DEPARTMENT OVERVIEW

534 COUNTY TREASURER - TAX SALES AUTOMATION FUND

Mission

To develop relational databases, computer networks, Internet services and imaging systems that collectively provide for efficient, economical and financially sound services for both taxpayers and taxing agencies.

Mandates and Key Activities

- Mandates:
 - Print and Mail Property Tax Bills (Current and Prior)
 - Collect Property Tax Payments (Current and Prior)
 - Collect and Safeguard Inheritance Tax, Bankruptcy, and Court Ordered Deposits
 - Conduct Tax Sale for Delinquent Taxes (Annual & Scavenger)
 - Collect Delinquent Special Assessments
 - Distribute Property Taxes to approximately 2,200 Taxing Bodies
 - Refund Duplicate and Overpayments on Property Taxes
 - Process Court Ordered Refund Requests
 - Disclose Taxing District Debts
- Programs & Key Activities:
 - Print & Mail 1st and 2nd Installment Tax Bills
 - Collect payments for 1st and 2nd Installment Tax Bills
 - Print & Mail Tax Delinquency Notices for Delinquent Prior Years' Taxes
 - Collect Delinquent Taxes prior to Tax Sale
 - Conduct Annual and Scavenger Tax Sale for Delinquent Property Tax Payments
 - Invest Property Tax Payments
 - Reduce Duplicate and Overpayments of Property Taxes

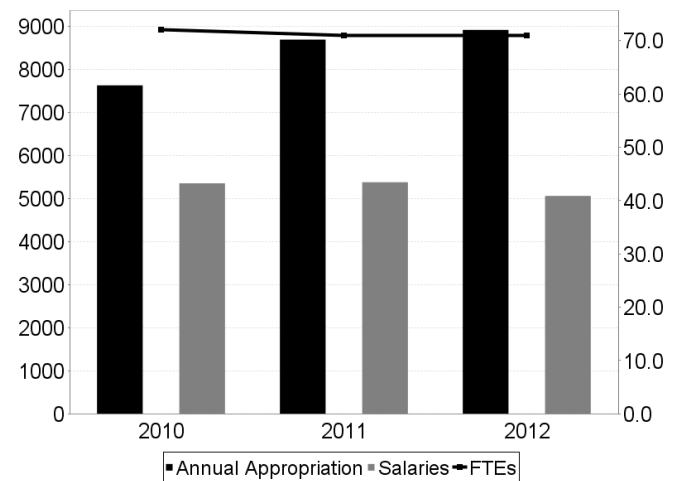
Discussion of 2011 Activities and 2012 Initiatives

- Decrease Headcount – Total office headcount reduced from 250 in 1998 to 110 in 2012, a decrease of 56%. Eliminated 4 positions from FY2011.
- Uncashed Checks on Web – Ability to perform a search on checks issued by Cook County Treasurer's Office.
- New Informative Message on Tax Bill – A "Pre Commitment to Pay" message will be printed on Cook County property tax bills earmarked for escrow payment, informing taxpayers if a mortgage company or third party agent has agreed to pay the property taxes due. The goal is to inform taxpayers prior to payment to avoid duplicate payments.
- Chase Branch Point of Service (POS) Deposit/Image Capture – Cook County property tax payments will be imaged and deposited at the time the transaction occurs.
- Tax Research Database Enhancements – Update current internal research database.
- New Help Desk System – Install new help desk application, which will reduce the lifecycle of help desk issues and increase the productivity of users and IT support.
- IT Documentation – Create procedural documentation of the tasks that are performed by each IT resource. Documents will be centrally stored in SharePoint to facilitate accessibility.
- Infrastructure Platform Administration – Upgrade existing server environment on a new platform.
- Security Assessment– Independent comprehensive security assessment of systems, Web sites, networks and servers.
- Credit Card Acceptance – Ability to pay property taxes via a credit card by using a

Web-enabled online transaction.

- Redesign of www.cookcountytreasurer.com – Improve accessibility to online information and payment options.
- Decrease the number of duplicate and overpayments due to STOPS - STOPS was implemented prior to the 2009 2nd Installment property tax collection to prevent duplicate and overpayments by ensuring that only the legally responsible party submits payment.
- Increase Transparency to Taxing District Debt Information - Expand and improve access to taxing district debt information so taxpayers may view how much they owe to their local governments.

Appropriations (\$ thousands)			
Fund Category	2010 Adopted	2011 Adopted	2012 Recommended
General	7,625.7	8,688.0	8,913.0
Total	7,625.7	8,688.0	8,913.0
	Adopted	Adopted	Recommended
FTE Positions	72.0	71.0	71.0



S.T.A.R. Goals/Key Performance Indicators

- Increase Taxpayer Convenience by Providing Additional Payment Options and Services:
 - Number of online individual tax payer payments: as of 2010, the actual # of online individual tax payer payments was 233,718 which led to a 2011 target 320,000. In 2011, the Treasurer's Office met their 3rd quarter target of 269,802.
 - Number of online commercial taxpayer payments: as of 2010, the actual # of online commercial taxpayer payments was 1,014,192 which led to a 2011 target of 2,000,000. In 2011, the Treasurer's Office met their 3rd quarter target of 1,472,226.
 - Number of bank branch payments: as of 2010, the actual # of bank branch payments was 661,214, which led to a 2011 target of 900,000. In 2011, the Treasurer's Office met their 3rd quarter target of 692,442.
 - Number of mail payments: as of 2010, the actual # of mail payments was

DEPARTMENT OVERVIEW

534 COUNTY TREASURER - TAX SALES AUTOMATION FUND

527,329, which led to a 2011 target 700,000. In 2011, the Treasurer's Office met the 3rd quarter target of 529,354.

- Number of bank branch locations: as of 2010, the actual # of bank branch locations was 394, which increased to 397 in 2011.

- Decrease Processing Time by Continuing Automation Efforts and Implementing Technologies That Streamline Manual Processes

- Average # of weeks to process overpayments: as of 2010, the average # of weeks to process overpayments was 7 which led to a 2011 target of 6. In 2011, the Treasurer's Office met their 3rd quarter target of 5.

- Improve Customer Service by Providing Information Online and Responding to Taxpayer Inquiries VIA Online System

- # of Web-Site Hits: as of 2010, the # of web-site hits was 3,801,303, which led to a 2011 target of 3,805,000. In 2011, the Treasurer's Office made their 3rd quarter target of 2,451,350.

- # of emails (CRM): as of 2010, the # of e-mails (CRM) was 9,658, which led to a 2011 target of 10,000. In 2011k the Treasurer's Office met their 3rd quarter goal of 6,217.

- Average response time (min) to taxpayer inquiries submitted by email: as of 2010, the average response time (min) to taxpayer inquiries submitted by email was 9 which led to a 2011 target of 8. In 2011, the Treasurer's Office met its target 3rd quarter target of 8.

Programs

Taxpayer Convenience – Payments

Three alternative methods of paying Cook County taxes:

-Nearly 400 Chase Branches, including 57 Dominick's locations, accept Cook County property tax payments. These Chase locations have collected over 5.2 million payments. Over 8.1 million tax payments have been made at bank branch locations including those made at the previous branch provider.

-Online Payments – over 1.5 million tax payments made online.

-Community Banking Program – 209 bank branches participated in the last installment.

Web site – cookcountytreasurer.com

Nearly 28 million (over 317,000 per month) visitors have used this state-of-the-art system since February 2004 to:

-Check payment status, search for a refund and check 3-year exemption history.

-Download forms, applications and brochures.

Automated Phone System – English • Spanish • Polish – 312.443.5100

Over 3.4 million (over 36,000 per month) calls received since the implementation of the Automated Phone System (August 2003) to:

-Check payment status and search for a refund.

-Receive important frequently updated information on the property tax system.

E-Mail System – Customer Relationship Management System

Over 106,000 e-mails answered through this system by 30-40 employees in the Office who have been trained on the system, Customer Service and various research systems.

Budget – Fiscal Responsibility

Submitted annual budgets for the #060 County Treasurer budget below the previous year, for ten consecutive budgets beginning in FY2002 with a 1.1% reduction, followed by reductions of 1.9%, 3.5%, 3.2%, 6.8%, 8.3%, 34.8%, 6.8%, 7.2%, and 6.1%. The FY2012 budget reduction is 10.6%, which includes a 6.1% reduction in spending and a revenue credit (as determined by the Cook County Budget Dept.) of \$234,525. Beginning in FY2008, reductions due primarily to shifting the burden from the Corporate, taxpayer-funded #060 budget to the #534 County Treasurer – Automation Fund, which is funded through fees collected by the Treasurer's Office.

Reduction in Staff

Reduced staff by 136 positions, a decrease of 56%. (FY1998 – 250 positions to FY2012 – 110 positions.) This reduction occurred through automation, attrition, reduction in staff and closing five satellite offices. Note: Upon taking office, recruited and hired specialized professional-level employees.

Web-based Systems for Third Parties

-Nearly 11 million payments totaling nearly \$27 billion have been made using the Third-Party Agent (TPA) Program since the implementation of the system in September 2003.

-Subsequent Tax Electronic Payment System (STEPS) allows Annual Tax Buyers to pay subsequent general taxes online through an ACH debit. Over 160,000 payments have been made since the system was implemented on December 17, 2007.

-Real-Time TPA System (RTS) allows banks, mortgage and title companies to pay general property taxes online through an ACH debit and receive an instant receipt. Over 280,000 payments have been made since the system was implemented on February 4, 2008.

-Designed Online Taxing Agency Extranet (TAE), which provides an informational site for communication with taxing agencies. This site features automatically uploaded distribution reports (details of tax collection and refunds) that are downloadable by agencies in electronic format. Prior to this online solution, the process required the office approximately 100 times a year to use 15 employees to mail hard copied reports to 2,000 agencies via the USPS.

-Implemented an Automated Tax Sale to replace the traditional outcry auction. Previously the sale would take one month, now takes four days.

Outreach Program

Treasurer's Outreach Program informs taxpayers about the Cook County property-tax system. Several informational brochures are currently available in English and 22 languages: Albanian, Arabic, Assyrian, Bulgarian, Chinese, Croatian, Czech, German, Greek, Italian, Japanese, Korean, Lithuanian, Polish, Romanian, Russian, Serbian, Slovakian, Spanish, Thai, Ukrainian, and Urdu.

DEPARTMENT OVERVIEW

534 COUNTY TREASURER - TAX SALES AUTOMATION FUND

Automation/Information Technology

The Treasurer's Office recognizes that technological upgrades and IT infrastructure should not be funded by the taxpayers of Cook County, but rather the bulk users such as mortgage and title companies.

With the concurrence of the Cook County Board of Commissioners, the office initiated a \$5 duplicate bill fee for Tax Payment Agents (TPA), such as mortgage or title companies, when paying or requesting a tax bill. This fee established the basis for the 534 Special Purpose Automation Account. The 534 Account was established to pay costs related to the automation of property tax collections and delinquent property tax sales, including the costs of hardware, software, research and development and personnel.

Debt Disclosure Ordinance – Transparency in Government

The Debt Disclosure Ordinance, initiated by the Cook County Treasurer and passed by the Cook County Board, requires every local taxing district to annually submit an electronic copy of the agency's most recent financial statement, debts/liabilities, gross tax levy, revenue, pension liability and unfunded pension liability. Taxpayers may visit cookcountytreasurer.com to review this financial information.

DISTRIBUTION BY APPROPRIATION CLASSIFICATION
DEPARTMENT 534 - COUNTY TREASURER - TAX SALES AUTOMATION FUND

Account	2011 Expend. Year-to-date	2011 Adjusted Appropriation	Department Request	President's Recommendation	Difference
Personal Services					
110/501010 Salaries and Wages of Regular Employees	3,940,614.31	5,375,724	5,058,373	5,058,373	(317,351)
115/501170 Appropriation Adjustment for Personal Services		2,600	2,600	2,600	
120/501210 Overtime Compensation		18,000	18,000	18,000	
129/501300 Salaries and Wages of Seasonal Work Employees	31,109.86	100,000	100,000	100,000	
170/501510 Mandatory Medicare Costs	54,219.48	77,980	78,061	78,061	81
174/501570 Pension	410,481.00	703,682	653,243	653,243	(50,439)
175/501590 Life Insurance Program	8,682.56	19,486	12,552	12,552	(6,934)
176/501610 Health Insurance	585,019.11	909,788	966,657	966,657	56,869
177/501640 Dental Insurance Plan	23,478.32	32,868	34,620	34,620	1,752
179/501690 Vision Care Insurance	8,310.79	8,318	8,250	8,250	(68)
183/501770 Seminars for Professional Employees		1,000	2,000	2,000	1,000
185/501810 Professional and Technical Membership Fees	295.00	1,500	1,500	1,500	
186/501860 Training Programs for Staff Personnel		44,800	92,250	92,250	47,450
190/501970 Transportation and Other Travel Expenses for Employees		3,600	1,000	1,000	(2,600)
Personal Services Total	5,062,210.43	7,299,346	7,029,106	7,029,106	(270,240)
Contractual Services					
245/520610 Advertising For Specific Purposes	2,966.00	4,900	4,500	4,500	(400)
260/520830 Professional and Managerial Services	427,500.00	410,442	565,000	565,000	154,558
Contractual Services Total	430,466.00	415,342	569,500	569,500	154,158
Supplies and Materials					
350/530600 Office Supplies		23,100	23,000	23,000	(100)
353/530640 Books, Periodicals, Publications, Archives and Data Services	750.00	5,000	4,500	4,500	(500)
388/531650 Computer Operation Supplies	114,032.04	160,000	95,500	95,500	(64,500)
Supplies and Materials Total	114,782.04	188,100	123,000	123,000	(65,100)
Operations and Maintenance					
441/540170 Maintenance and Repair of Data Processing Equipment and Software	166,128.68	338,300	515,700	515,700	177,400
Operations and Maintenance Total	166,128.68	338,300	515,700	515,700	177,400
Capital Equipment and Improvements					
530/560510 Office Furnishings and Equipment			5,000	5,000	5,000
579/560450 Computer Equipment	43,482.28	376,113	404,667	404,667	28,554
Capital Equipment and Improvements Total	43,482.28	376,113	409,667	409,667	33,554
Rental and Leasing					
630/550010 Rental of Office Equipment		9,567			(9,567)
630/550018 County Wide Canon Photocopier Lease			10,000	10,000	10,000
Rental and Leasing Total		9,567	10,000	10,000	433

DISTRIBUTION BY APPROPRIATION CLASSIFICATION

DEPARTMENT 534 - COUNTY TREASURER - TAX SALES AUTOMATION FUND

Account	2011 Expend. Year-to-date	2011 Adjusted Appropriation	Department Request	President's Recommendation	Difference
Contingency and Special Purposes					
883/580260 Cook County Administration	45,893.97	61,192	256,067	256,067	194,875
Contingency and Special Purposes Total	45,893.97	61,192	256,067	256,067	194,875
Operating Funds Total	5,862,963.40	8,687,960	8,913,040	8,913,040	225,080

PERSONAL SERVICES - SUMMARY OF POSITIONS BY BUSINESS UNIT AND JOB CODE
 DEPARTMENT 534 - COUNTY TREASURER - TAX SALES AUTOMATION FUND

Job Code	Title	Grade	2011 Current		Department Request		President's Recommendation	
			FTE Pos.	Salaries	FTE Pos.	Salaries	FTE Pos.	Salaries
01 Information and Technology Division								
01 Administration - 5341897								
1133	Chief Information Officer	24	1.0	140,335	1.0	140,335	1.0	140,335
0108	Deputy County Treasurer	24	2.0	302,260	2.0	302,260	2.0	302,260
0118	Financial Control Officer	24	3.0	410,713	3.0	405,083	3.0	405,083
0186	Cash Management Director	24	1.0	145,083	1.0	145,083	1.0	145,083
1055	Project Director V	24	1.0	151,130	1.0	151,130	1.0	151,130
0813	Project Leader-Midrange Systems	23	3.0	239,878	4.0	341,131	4.0	341,131
0113	Director Financial Control IV	24	1.0	110,000	1.0	110,000	1.0	110,000
0112	Director of Financial Control III	23	1.0	66,606	1.0	80,910	1.0	80,910
1114	Systems Analyst V	23	10.0	892,977	9.0	781,935	9.0	781,935
1137	Manager-Systems Development	23	1.0	99,785	1.0	101,808	1.0	101,808
0253	Business Manager III	22	1.0	74,053				
1108	Programmer IV	22	1.0	64,082	1.0	63,682	1.0	63,682
1135	Project Leader- Data Systems	22	1.0	78,504	1.0	88,504	1.0	88,504
0111	Director of Financial Control II	21	1.0	77,878	1.0	79,401	1.0	79,401
0293	Administrative Analyst III	21	1.0	83,701	1.0	85,395	1.0	85,395
1113	Systems Analyst IV	21	2.0	159,357	2.0	162,067	2.0	162,067
0051	Administrative Assistant V	20	1.0	71,064	1.0	72,469	1.0	72,469
0110	Director of Financial Control I	20			1.0	81,408	1.0	81,408
1112	Systems Analyst III	20	1.0	73,612	1.0	75,104	1.0	75,104
0145	Accountant V	19	3.0	187,951	3.0	193,404	3.0	193,404
0292	Administrative Analyst II	19	4.0	289,533	3.0	213,477	3.0	213,477
1115	System Software Programmer II	19	1.0	61,360	1.0	62,566	1.0	62,566
0050	Administrative Assistant IV	18	2.0	119,974	2.0	119,072	2.0	119,072
0144	Accountant IV	17	2.0	112,844	2.0	107,534	2.0	107,534
0291	Administrative Analyst I	17	4.0	211,405	5.0	254,832	5.0	254,832
0380	Divisions Supervisor II	17	1.0	51,918	1.0	52,970	1.0	52,970
0705	Personnel Analyst III	17	1.0	58,812	1.0	60,004	1.0	60,004
0048	Administrative Assistant III	16	8.0	447,881	8.0	451,349	8.0	451,349
0231	Cashier Division Supervisor II	16	1.0	58,741	1.0	58,798	1.0	58,798
0361	Tax Collection Supervisor III	16	1.0	55,883	1.0	56,922	1.0	56,922
1109	Programmer I	16	1.0	38,098	1.0	38,598	1.0	38,598
0143	Accountant III	15	4.0	199,541	4.0	200,222	4.0	200,222
0370	Tax Examiner V	15			2.0	99,292	2.0	99,292
0047	Administrative Assistant II	14	2.0	98,729	1.0	49,440	1.0	49,440
0230	Cashier Division Supervisor I	14	1.0	47,111	1.0	48,819	1.0	48,819
1004	Telephone Operator IV	14	1.0	48,437	1.0	46,244	1.0	46,244
0369	Tax Examiner IV	13	1.0	46,488				
			71.0	\$5,375,724	71.0	\$5,381,248	71.0	\$5,381,248
Total Salaries and Positions			71.0	\$5,375,724	71.0	\$5,381,248	71.0	\$5,381,248
Turnover Adjustment						(322,875)		(322,875)
Operating Funds Total			71.0	\$5,375,724	71.0	\$5,058,373	71.0	\$5,058,373

PERSONAL SERVICES - SUMMARY OF POSITIONS BY GRADE
DEPARTMENT 534 - COUNTY TREASURER - TAX SALES AUTOMATION FUND

Grade	2011 Current		Department Request		President's Recommendation	
	FTE Pos.	Salaries	FTE Pos.	Salaries	FTE Pos.	Salaries
24	9.0	1,259,521	9.0	1,253,891	9.0	1,253,891
23	15.0	1,299,246	15.0	1,305,784	15.0	1,305,784
22	3.0	216,639	2.0	152,186	2.0	152,186
21	4.0	320,936	4.0	326,863	4.0	326,863
20	2.0	144,676	3.0	228,981	3.0	228,981
19	8.0	538,844	7.0	469,447	7.0	469,447
18	2.0	119,974	2.0	119,072	2.0	119,072
17	8.0	434,979	9.0	475,340	9.0	475,340
16	11.0	600,603	11.0	605,667	11.0	605,667
15	4.0	199,541	6.0	299,514	6.0	299,514
14	4.0	194,277	3.0	144,503	3.0	144,503
13	1.0	46,488				
Total Salaries and Positions	71.0	\$5,375,724	71.0	\$5,381,248	71.0	\$5,381,248
Turnover Adjustment				(322,875)		(322,875)
Operating Funds Total	71.0	\$5,375,724	71.0	\$5,058,373	71.0	\$5,058,373

