

A scenic view of the Golden Gate Bridge in San Francisco, with the city skyline and the bay in the background. The bridge's red towers and cables are prominent in the foreground, framing the city. The sky is blue with some light clouds.

Innovations in Tax Collections

City and County of San Francisco
Treasurer & Tax Collector

TTX Collection Overview

- **ANNUAL STATISTICS**
- 1.4 million transactions processed
- \$ 4.8 billion deposited
- 61 thousand exceptions resolved



Recent Changes

- Payment processing with in-line exceptions workflow to review payments
- Auto-generation of rejection letters
- Digital archives
- Changing taxpayer experience with on-line filing and business registration



The Evolution of the TTX Ecosystem



Created by To Uyen from Noun Project

2013

New Payment & Mail System Implemented

Wausau/Image RPS
Optima IMS
Hyland OnBase
Inline Exceptions



Created by To Uyen from Noun Project

Created by To Uyen from Noun Project

Created by To Uyen from Noun Project

2014

Modifications & Enhancements to Initial Install

Expand Inline Solution
Reject Letters



Created by To Uyen from Noun Project



Created by BraveBros. from Noun Project

2015

Development of ECM Solution as a Stand Alone Product

Extend Taxpayer Applications with OnBase



Created by To Uyen from Noun Project

Created by To Uyen from Noun Project

2016

Further Enhancements & Development of Taxpayer Solutions

Complete Taxpayer Application





Solutions

Payment, Archiving and More



Payment Processing Overview

Capture
Payment

Check
Recognition

Payment
Rules

Exception
Processing

End of Day

Remittance

- Mailed Scanned
- Wires/ACH
Dummy Stubs
Created

City Hall Cashier

- POS Processing

Online Payments

- Passed through to
End of Day process

Orbograph

- All checks
amount double
verified before
deposited
- Remittance
operators must
visually key
unverified
amounts

Wausau Image RPS

- Each payment
type has rules
for acceptance
- Property Tax &
License hard
reject payments
that do not meet
exact amounts

Inline Exceptions

- Business units
review payments
that are
questionable
- Payment
instructions sent
via workflow to
remittance
operator

Deposit

- ICL used to
deposit all
checks

General Ledger

- Reports created
for GL Posting

Backend Systems

- Upload files
created for each
system



Sample of Payment Processing

PROPERTY TAX

200,000

Parcels

389,163

Payments Processed

3,934

Returned Payments

35

Payment Rules

DOG LICENSE

100%

Exceptions

2,269

Dog licenses reviewed

- Vaccination Review
- Application Review



BUSINESS TAX

15

Unique Taxes & Fees

3

Taxes that File w/ Pen & Ink

172,267

Transactions Processed

26,752

Payment exceptions



Created by Mani Ameli
from Noun Project

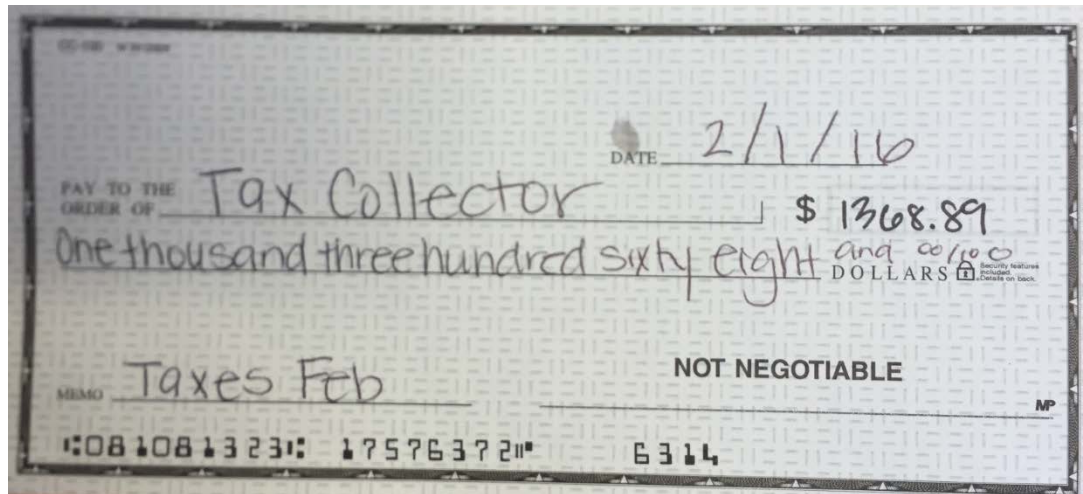


Created by Creative Stall
from Noun Project

Inline Exception Workflow

61,000 Exceptions Annually

- Bad Handwriting
- Unidentified payment (no account number, no payment type specified)
- Wrong amounts (over and under)



Inline Exceptions

Remittance
Exception

Send to
Workflow

Back to
Remittance

Items are sent to Inline Exceptions Workflow when

- (1) Operators cannot identify payment allocation or
- (2) Automatic rule routes directly to workflow

Payment System and ECM System have a real time integrated workflow solution to resolve exceptions

Business users review payment and enter appropriate allocation instructions.

Payment instructions sent back to Remittance System for deposit or to be returned to payor



Extending the Remittance System to Business Sections

- Inline Exceptions enables a business end user to be an Image RPS operator within an environment they know

The screenshot displays the 'Primary Viewer' window of the Remittance System. The main area shows an 'Exception Transaction - SECURED - Batch ID: 903767 - Tran #1 - 2/5/2016'. A check image is displayed with the following details:

- CC-100 M 9034282
- DATE _____
- PAY TO THE ORDER OF _____ \$ 941.50
- _____ DOLLARS
- NOT NEGOTIABLE
- MEMO _____
- MP
- 05140426015137185751 9387

The interface includes a 'Queue Tools' menu with options like 'Close This Layout', 'Refresh', 'Apply Filter', 'Take Ownership', 'Release Ownership', 'Execute Script Task', 'Key Data', 'Complete', and 'Complete - Secured'. A left sidebar shows a tree view with categories like 'Inline Exceptions', 'Business Tax Exceptions - Triage (582)', 'Applications with Payments - Hold (0)', 'Business Tax - Account Services (4)', 'New Dog Applications (1)', 'New Alarm Applications (82)', 'Secured Exceptions (21)', and 'Business Tax - Return to Cashiering (52)'. A bottom status bar indicates 'There are no items to show for this view'.

The 'User Interaction' dialog box is shown, containing the following fields and controls:

- Save button
- Check Pages 1-2 P1Seq 2
- (Not Rejected) dropdown
- Amount Due input field
- Stub Pages 3-4 P1Seq 1
- (Not Rejected) dropdown
- Value input field
- Tax Bill Number input field
- Installment Number input field
- Tran Code dropdown (Select)
- Payment Code input field
- Block input field
- Lot input field
- Buttons: Index, Related Items, User Interaction
- Primary Viewer label at the bottom



Outcomes of Inline Exceptions

RESOURCING CHANGES



REDUCED LAPSE TIME



Created by Aha-Soft
from Noun Project

INCREASED EFFICIENCY



Created by Gregor Črešnar
from Noun Project

IMPROVED CUSTOMER SERVICE



Created by Aha-Soft
from Noun Project





Document Composition



Correspondence Conundrum

Mail Merge Mania

- 6,300 Reject Letters Manually Created
 - 4,000 Property Tax Letters
 - Majority created during Installment 1 deadline
- No centralization of letters resulting in customer service issues
- Staff often overwrote information from previous letters rather than Saving As...

No Communication or Confirmation

- 70,000 Business Tax Account Update Changes Annually (mailing address changes, account closures)
 - No mail acknowledgement due to resource constraints



Normalizing Tax Filings



Taxpayer submits information that requires follow up



- Automating and streamlining taxpayer correspondence
- Centralized archive



Personalized follow up letter sent to taxpayer

| Type | Count |
|-----------------|---------|
| Tax Filings | 100,000 |
| Account Updates | 70,000 |
| Reject Letters | 63,000 |



Auto Generated Reject Letters

- Same module used to generate tax responses leveraged for reject letters
- Expanding the Inline Exception process to produce correspondence
- Reject letter includes images of transactions so no checks are returned to payers

Office of the Treasurer & Tax Collector
City and County of San Francisco

José Cisneros, Treasurer

2/2/2016

MAUREEN FEALY
KEVIN P FEALY
1366 27TH AVE
SAN FRANCISCO CA 94122-1500

Block/Lot: 1896 / 001C

Dear Payer:

Research was conducted on the enclosed payment and/or document. The payment and/or document cannot be accepted in the office for the reason noted below. A copy of your check is being returned for identification purposes. The original check has been destroyed.

Return Reason(s):

Please review the postmark on the envelope of the images provided

For payments **postmarked on or before the delinquency date**: The payment exceeds the amount owed. Visit <http://www.sftreasurer.org/irspecty/88> to find your current payment amount. Please note that the amount due may contain penalties and cost that are waived if payment is mailed within the grace period (10 days of the date of this letter).

For payments **postmarked after the delinquency date**: The payment exceeds the amount owed. Please resubmit the payment for the correct amount shown on the payment stub. Visit <http://www.sftreasurer.org/irspecty/88> to find your current payment amount.

In the absence of a postmark, receipt date is used.

We encourage you to use our **Website** in the future to access online payment systems to ensure information is submitted correctly. To obtain current billing information go to <http://www.sftreasurer.org/irspecty/88> or call 31-5-1 (in San Francisco only) or (415) 701-2311. If you wish to resubmit your information via USPS mail, attach a copy of this letter along with your check and payment stub.

City Hall - Room 140 • 1 Dr. Carlton B. Goodlett Place • San Francisco, CA 94102-4038
Dist: 311 (within San Francisco only) or 415-701-2311

MAUREEN FEALY
KEVIN P FEALY
1366 27TH AVE
SAN FRANCISCO CA 94122-1500

9412047426

9412047426

City & County of San Francisco
Second Supplemental Property Tax

2/2/2016

1

317031 3157 426 44

FEBRUARY 3, 2016

FOR DELIVERED PAYMENTS

317031 3157 426 44

317031 3157 426 44

MAUREEN FEALY
KEVIN P FEALY
1366 27TH AVE
SAN FRANCISCO CA 94122-1500

1/22/16

353

11/20/2015

Pay To The Order Of **San Francisco Tax Collector** \$ 124.00

Bank of America

ADV # 1020000 SAN BA 317039

816 184 Lt 0011 RE 47

1: 2 1000358: 3250 25 35

VOID



Outcomes of Document Composition

AUTOMATED THOUSANDS OF LETTERS



Created by Lisa Staudinger
from Noun Project

CENTRALIZATION OF DATA



Created by Alvi Jørgen Bovolden
from Noun Project

INCREASED EFFICIENCY



Created by Gregor Črešnar
from Noun Project

IMPROVED CUSTOMER SERVICE



Created by Aha-Soft
from Noun Project



The Archive – More than Just Payments



Created by icon 54
from Noun Project

IMAGE RPS



Created by Wilson Joseph
from Noun Project

STAFF



Created by Hakan Yalcin
from Noun Project

ONLINE PAYMENTS



Created by Artur Hilanson
from Noun Project

E-TAX FILINGS

5 MILLION IMAGES
TIFF Files



Created by Johannes Hisekorn
from Noun Project

Daily Uploads
PDF Files



Created by Johannes Hisekorn
from Noun Project

160,000 PAYMENTS
Data & Images



Created by Johannes Hisekorn
from Noun Project

170,000 TRANSACTIONS
Data & Images



Created by Johannes Hisekorn
from Noun Project





Changing the Taxpayer Experience



New Business Registration Preview

Taxpayer Experience



Back Office Processing



3 Steps to Start Your Business in San Francisco



- Application launched in March 2016
- Adaptive design enables use in traditional web browsers or mobile devices
- DocuSign and Online payment enable complete business set up in less than 20 minutes



Cancel / Exit 

Business Information

City and County of San Francisco
Office of The Treasurer & Tax Collector
Business Registration Application

*Fields marked with * are required*

Your Business

Sole proprietor or individual applying, enter first and last name. Do not enter your trade name.

Business Name
(Sole proprietors, enter first & last name.) *

Business Tax ID
(SSN, FEIN, TIN) *

Select Organization Type *

Start Date in San Francisco *

Future dates not accepted (mm/dd/yyyy)

Go Back

Continue



Cancel / Exit 

Location Information

City and County of San Francisco
Office of The Treasurer & Tax Collector
Business Registration Application

*Fields marked with * are required*

Location Details

Each location name, fictitious business name ("FBN"), or DBA ("Doing Business As") name should be listed as a separate location. If the Location Name is the same as your Business Name, list your Business Name on this line.

Location 1

Location Trade Name *

Check if there are no locations in SF

Start Date in San Francisco (mm/dd/yyyy) *

Same as Ownership?

Clicking this button will copy the contact information for the first owner listed in Ownership Information.

Street Number * Pre-Direction Street Name * Street Type

Post Direction Unit Number Unit Type

City * State * Zip *

Tax & Fees

Select all applicable taxes & fees for the particular location. For more information about third party taxes, including Certificate of Authority, click [here](#).

Transient Occupancy Tax, Tourism Improvement District & Moscone Expansion District Fees (may require completion of Certificate of Authority) *

Yes No

Short Term Residential Rental *

Yes No

Parking Tax (may require completion of Certificate of Authority) *

Yes No

Access Line Tax *

Yes No

Utility Users Tax *

Yes No

Telephone Users Tax *

Yes No

Stadium Operator Tax *

Yes No

Business Activities *

Business Activities – choose all that describe business activities at that location.

- 1 Accommodations [7210-7219]
- 2 Administrative and Support Services [5600-5699]
- 3 Arts, Entertainment, and Recreation [7100-7199]
- 4 Biotechnology
- 5 Certain Services [8100-8399]
- 6 Clean Technology
- 7 Construction [2300-2399]
- 8 Financial Services [5210-5239]
- 9 Food Services [7220-7229]
- 10 Information [5100-5199]
- 11 Insurance [5240-5249]
- 12 Manufacturing [3100-3399]
- 13 Private Education and Health Services [6100-6299]
- 14 Professional, Scientific, and Technical Services [5400-5499]
- 15 Real Estate and Rental and Leasing Services [5300-5399]
- 16 Retail Trade [4400-4599]
- 17 Transportation and Warehousing (Non Taxi) [4800-4999]
- 17A Taxi [4800-4999]



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