Implementation of a New Property Tax System

Property Tax Data Strategies

104th State Association of County Auditors Conference
April 23, 2014
Topics

- Our Project
- Focus on the Data
- Legacy Systems
- Data Conversion
- User Acceptance Testing
- System Interfaces
- Reporting
OUR PROJECT:
SANTA BARBARA COUNTY PROPERTY TAX
SB Project History

- 1978 – mainframe/COBOL developed in-house for secured
- 1981-1983 – added mainframe programs for unsecured & supplemental
- 1994-2000 – Assessor developed new system for secured & supplemental
- 2001-2005 – Assessor developed new unsecured system
SB Project History (cont’d)

- 1999 – Auditor created SQL warehouse of mainframe data
- 2003 – Tax Collector developed Print-To-File to replace paper reports w/electronic
- 2004 – IBM mainframe replaced by emulated zFrame to reduce costs
SB Project History (cont’d)

- 2006 – Auditor & Tax Collector started development of new in-house billing & collection system for all rolls
- June 2008 – in-house project on hold due to lack of resources/funding
- May 2010 – reassessed options & signed contract w/vendor Manatron (now Thomson Reuters)
Aumentum Project

- Auditor & Tax Collector only
- Assessor has separate system
- Replacing 35-year old mainframe
- Many auxiliary systems, workarounds
Project Timeline

1. Contract Signed  May 2010
2. Project Plan       Dec 2010
3. Software Installation March 2011
4. Start Data Conversion April 2011
5. Server Configuration Aug 2011
7. Gap Reconciliation Nov 2012
Project Timeline (cont’d)

7. System Configuration          March 2013
8. End User Training            April 2013
10. Extended Testing            Sep-Feb 2014

8. Go Live Preparation          May-Jun 2014
9. Go Live Tasks                July 2014
10. Go Live Date                Aug 4th 2014
Project Contract

- Implementation: $1,350,000
- License Fees: $ 650,000
- Travel Costs up to: $ 150,000
- Total Initial Costs: $2,150,000

- Annual Support: $ 162,081
- Fixed for first 2 years, then 5% each next 3 years; Total 5 years: $ 860,670
Project Resources

- Executive oversight
- Contract manager
- Project manager
- Business analysts
- Technical support (IT)
- Management team
- Subject matter experts (SMEs)
- Users
Project Team

- Project Manager
- Auditor Staff – 2 Analysts, 3 Programmers
- Tax Collector Staff – 2 Analysts, 1 Programmer
- Contractors – 1 Mainframe, 2 Simpler Systems
- Core Team = 12

- Server Support – 3 Staff
Project Risk Factors

- Changes to project scope & timeline
- Maintaining adequate resources from both County & Thomson Reuters
- Complexity of data conversion
- Various system interfaces
- Timeliness of fixes from the vendor
Top Lessons Learned (so far...)

1) Select Your Team
   ◦ Departmental representation

2) Allocate Your Resources
   ◦ People, stuff (hardware/software)

3) Manage Your Project & Vendor Relationship
   ◦ Keep track of tasks & follow up
   ◦ Communicate regularly & at all levels
   ◦ Prioritize to stay on track
Top Lessons Learned (so far...)

4) Know Your Business
   ◦ Document current & new processes

5) Make Decisions
   ◦ Policy & procedural

6) Be Flexible
   ◦ Your processes will change

7) Test, Test, Test!!!
   ◦ Know if it works
FOCUS ON THE DATA
Focus on the Data

- Implementation
  - How much to convert
  - Accuracy
  - Changes in data structure
Focus on the Data (cont’d)

- Client-Server & Normalized data
  - Normalization – Many Tables
  - User Interface – Focus on input
  - Little focus on data accessibility – Output
  - Reports???
Focus on the Data (cont’d)

- Simpler Systems perspective
  - Make data open & accessible
  - Easy to Sort, Filter, Group & Aggregate
  - Cross platform data access
  - SQL Server
  - Focus on accessible platform
  - simpler/gov
LEGACY SYSTEMS:
GETTING THE MOST OUT OF YOUR CURRENT SYSTEM

SUPPROD CL/SUPERSSESSION Main Menu for DCLARK

THIS COMPUTER SYSTEM IS THE PROPERTY OF SANTA BARBARA COUNTY.
ACCESS IS RESTRICTED TO AUTHORIZED USE ONLY.
VIOLATIONS MAY BE SUBJECTED TO CIVIL AND/OR CRIMINAL PENALTIES.
Use "/" for Action code Pop-Up menu or position cursor to select session.

<table>
<thead>
<tr>
<th>Description</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROD PRP: Property Systems</td>
<td>Current</td>
</tr>
<tr>
<td>PROD GEN: General Systems</td>
<td>Active</td>
</tr>
<tr>
<td></td>
<td>Unknown</td>
</tr>
</tbody>
</table>

Command ===>

Enter F1=Help  F3=Exit  F5=Refresh  F9=Retrieve  F10=Action

MAT: a

VPFH/C42PA047
10/002
Legacy Data Considerations

- Access to the data
  - Who needs it & why?
  - How will you provide access?
  - How long do you need to maintain the application?

- When & how to start
  - The earlier the better
  - Data warehouse & reporting
  - Even if you don’t…
Legacy Inquiry

- Live Demo
DATA CONVERSION: THE BRIDGE TO AUMENTUM
Converting Data to the New System

- Conversion
  - Data mapping effort required
  - Validation & verification
  - High risk! Complex & time-consuming

- SB Historical Data
  - All property records (properties/owners/addresses)
  - All tax bills back to 2000 plus anything older still outstanding
# Conversion Strategy & Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct 2011</td>
<td>#1 – Secured Property Records sample</td>
</tr>
<tr>
<td>Feb 2012</td>
<td>#1a – Secured &amp; Unsecured Property Records sample</td>
</tr>
<tr>
<td>Apr 2012</td>
<td>#1b – Records sample (Secured, Unsecured, State) &amp; Fund Map</td>
</tr>
<tr>
<td>Sep 2012</td>
<td>#1c – Sample Secured &amp; Unsecured Values &amp; Taxes</td>
</tr>
<tr>
<td>Dec 2012</td>
<td>#2 – Full Dataset Secured &amp; Unsecured</td>
</tr>
<tr>
<td>Feb 2013</td>
<td>#3 – Secured, Unsecured, State &amp; Supplemental A/V</td>
</tr>
<tr>
<td>Apr 2013</td>
<td>#4 – Unsecured Escapes &amp; Supplemental Bills</td>
</tr>
<tr>
<td>Jun 2013</td>
<td>#5 – Secured Redemption &amp; Supplemental Corrections</td>
</tr>
<tr>
<td>Aug 2013</td>
<td>#6 – 99% Population for UAT</td>
</tr>
<tr>
<td>Oct 2013</td>
<td>#7 – TRA Assignment Fix for UAT</td>
</tr>
<tr>
<td>Feb 2014</td>
<td>#8 – Updated for UAT round 2</td>
</tr>
<tr>
<td>July 2014</td>
<td>#9 – Go Live</td>
</tr>
</tbody>
</table>
USER ACCEPTANCE TESTING: TEST, TEST, TEST!
User Acceptance Testing

- Understand business process workflow
- Reduce ‘bugs’ in the system
- Reduce failure in live environment
User Acceptance Testing (UAT)

- Process Inquiry
  - Inability to see data during process steps
  - Data’s not right – but we don’t know why
  - What happens inside the box?
Process Inquiry

- Live Demo
SYSTEM INTERFACES: THE DATA EXCHANGE
Santa Barbara Data

- Property Tax Systems Interfaces
  - Assessor data
    - Properties, owners, addresses, values
  - Collection systems
    - Cashiering (ItemAge)
    - Online payments (MyTaxes)
  - Financial systems
    - General ledger (FIN)

- Risk
  - Changes need to interfacing systems
  - Coordination w/other vendors, depts, teams
REPORTING: PRESENTING THE DATA
Reporting Needs

- Inquiry
  - By Property, Owner, Bill

- Operational needs
  - Gap analysis
  - UAT reports

- Analytics
  - Summary reports
  - For management & executives
Reporting Gap Analysis

- Current systems have about 300+ reports
- Of these, about 125 gaps identified in Aumentum
- Contract allows for 3,000 engineering hours, all already allocated to Functional gaps
- TR to develop 4 reports in Aumentum
- Simpler Systems to develop the rest
  - Several of these are the same report, but grouped/sorted differently (120 → 30)
Simpler/gov

- Platform independent as to data
- SQL for Aumentum
- Report Templates define dataset, search & composition options
  - 1 simpler/gov report = 1,000 static reports
  - Filter, Sort, Group, Aggregate, Columns
  - Make the data accessible to the users
  - Navigate – Interactive
- User Interface for template development
  - Do-it-yourself, fast & customizable
- Optimized for data - Speed is important
Aumentum Inquiry

- Live Demo
In Summary...

- Our Project
- Focus on the Data
- Legacy Systems
- Data Conversion
- User Acceptance Testing
- System Interfaces
- Reporting
Thank You!

Questions / Comments?

Your Presenters:
Amy Herron & Trevor Lysek
Q: What functions are included in your version of Aumentum?

- **Included:**
  - Interface to Assessor system for properties, owners, addresses, assessed values
  - Tax bill calculation/processing for annuals, supplementals, corrections, escapes, refunds
  - Apportionment of collections
  - Some state reporting

- **Not included (or not using in Aumentum***):
  - Annual tax increment / jurisdictional changes *
  - Apportionment factors *
  - Debt rates calculation *
  - Refund mgmt (taxpayer claim letter tracking)