TENNESSEE BEST PRACTICES



TENNESSEE FACTS

- TENNESSEE'S POPULATION: 6,715,984 (2017)
- 95 COUNTIES
- \$46,574 MEDIAN HOUSEHOLD INCOME
- \$26,019 PER CAPITA INCOME
- 16TH STATE
- "VOLUNTEER STATE"



COUNTY PROFILES

- BEDFORD COUNTY-
 - POPULATION: 48,117
 - 24,000 PARCELS





- TIPTON COUNTY-
 - POPULATION: 61,366
 - 32,116 PARCELS

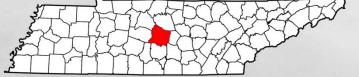




COUNTY PROFILES

- RUTHERFORD COUNTY-
 - POPULATION: 317,157
 - 116,000 PARCELS





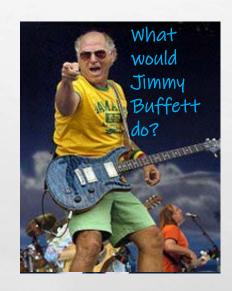
- WILLIAMSON COUNTY-
 - POPULATION: 226,257
 - 95,877 PARCELS





STATE PROFILE - TN COUNTY OFFICIALS

- RODNEY ARCHER EXECUTIVE DIRECTOR
 - POPULATION: 1



Office Location



OFFICE OF TRUSTEE

- REQUIRED BY THE STATE CONSTITUTION
- DUTIES INCLUDE
 - COLLECTING THE COUNTY'S PROPERTY TAXES.
 - ACCOUNTING FOR AND DISBURSING COUNTY FUNDS
 - INVESTING TEMPORARILY IDLE COUNTY FUNDS
- IN ADDITION, THE TRUSTEES OFFICE ADMINISTERS THE TAX FREEZE AND TAX RELIEF PROGRAMS AND IS SOMETIMES THE COLLECTING AGENT FOR MUNICIPALITIES IN THE COUNTY
- SALARY IS BASED ON COUNTY POPULATION AND INCREASES ARE PROPORTIONATE WITH STATE EMPLOYEE RAISES

- TCTA- TENNESSEE COUNTY TRUSTEE'S ASSOCIATION
 - RECEIVE GUIDANCE AND UPDATES FROM THE COMPTROLLER ANNUALLY
 - DIVISION OF STATE ASSESSED PROPERTY
 - TAX RELIEF AND FREEZE
 - LOCAL GOVERNMENT AUDIT
 - RECEIVE GUIDANCE FROM STATE TREASURER ON LOCAL INVESTMENT GUIDELINES



- COAT- COUNTY OFFICIALS ASSOCIATION OF TENNESSEE
 - CONTINUING EDUCATION
 - COCTP CERTIFICATE TRAINING PROGRAM
 - LEGISLATIVE ARM OF THE ORGANIZATION
 - COORDINATES WITH UT INSTITUTE FOR PUBLIC SERVICE AND MORE SPECIFICALLY CTAS
 - TRUSTEES ASSOCIATION APPOINTS BOARD MEMBERS
 - TRUSTEES ASSOCIATION PROVIDES LEGISLATIVE CHAIRPERSON TO WORK WITH COAT



- NACCTFO- NATIONAL ASSOCIATION OF COUNTY COLLECTORS, TREASURERS AND FINANCE OFFICERS
 - PROVIDES ADDITIONAL EDUCATIONAL OPPORTUNITIES
 - PROVIDES A CERTIFICATE TRAINING PROGRAM
 - OPPORTUNITY TO NETWORK WITH PEERS FROM ACROSS THE COUNTRY



- TAPTP- TENNESSEE ASSOCIATION OF PROPERTY TAX PROFESSIONALS
 - A MORE TECHNICAL GROUP THAT FOCUSES MOSTLY ON DELINQUENT COLLECTIONS, TAX SALES, AND THE ISSUES SURROUNDING THE TAX SALE. MADE UP OF DELINQUENT TAX ATTORNEYS, TRUSTEES, CLERK AND MASTERS, AND PROPERTY ASSESSORS
 - GOAL OF STREAMLINING THE PROCESS OF COLLECTIONS, FILING OF SUIT, AND TAX SALES IN TN



COUNTY PARTNER

- CTAS COUNTY TECHNICAL ASSISTANCE SERVICE
 - AGENCY OF THE INSTITUTE FOR PUBLIC SERVICE



- HAS AN ONLINE LIBRARY OF RESOURCES FOR COUNTY OFFICIALS
- FUNDED PRIMARILY THROUGH STATE DOLLARS AND TVA IN LIEU OF TAX DOLLARS
- OFFERS A CERTIFICATE TRAINING PROGRAM IN PUBLIC ADMINISTRATION THAT INVOLVES INCENTIVE PAY UPON COMPLETION
- PROVIDES A TWO-DAY ORIENTATION PROGRAM EVERY 4 YEARS FOR NEWLY ELECTED OFFICIALS



STATE GOVERNMENT PARTNERSHIPS

- ANNUAL AUDITS (FINANCIAL AND OPERATIONAL)
- REVIEW OF INTERNAL CONTROLS POLICY AND OFFICE PROTOCOL
- REVIEW OF BANKING SERVICES CONTRACTS
- STATE OF TENNESSEE LOCAL GOVERNMENT INVESTMENT POOL
- STATE OF TENNESSEE BANK COLLATERAL POOL

AUDITING MYTHS

- AUDITORS ARE RESPONSIBLE FOR FINANCIAL STATEMENTS.
- AUDITORS "CERTIFY" FINANCIAL STATEMENTS
- AUDITORS REVIEW 100% OF TRANSACTIONS
- "AUDITORS WILL CATCH FRAUD IF IT IS PRESENT IN MY OFFICE. IF NONE IS NOTED, THEN NONE EXISTS."

AUDITING TRUTHS

- MANAGEMENT IS RESPONSIBLE FOR ALL FINANCIAL INFORMATION AND STATEMENTS
- AUDITS GIVE REASONABLE ASSURANCE (NOT ABSOLUTE) THAT FINANCIAL STATEMENTS ARE FREE FROM MATERIAL MISSTATEMENTS
- AUDITORS DO NOT AND CANNOT LOOK AT EVERY FINANCIAL TRANSACTION
- AUDITS ARE NOT DESIGNED TO SPECIFICALLY DETECT FRAUD. THEY ARE DESIGNED TO ASSESS THE RISK AND POTENTIAL FOR IT
 - FRAUD, BY DEFINITION, IS AN ACTION THAT IS INTENTIONALLY DECEPTIVE
 - PEOPLE COMMITTING FRAUD DON'T WANT TO BE CAUGHT

INTERNAL CONTROLS AND FRAUD PREVENTION

- FOR THE FISCAL YEAR ENDED JUNE 30, 2016, TENNESSEE REPORTED \$2.5 MILLION IN NEW CASH SHORTAGES IN COUNTY OFFICES
- OVER 1,000 ALLEGATIONS OF FRAUD, WASTE, AND ABUSE IN A YEAR'S TIME VIA THE STATE'S FRAUD
 HOTLINE

COMBATING FRAUD AND ABUSE

- THE COMPTROLLER'S OFFICE INTRODUCED LEGISLATION IN 2015 THAT WOULD REQUIRE ALL LOCAL GOVERNMENTS TO HAVE A DOCUMENTED SYSTEM OF INTERNAL CONTROL (9-18-102, TCA)
- 2017 LEGISLATION NOW REQUIRES A WRITTEN PLAN OF ACTION FOR COUNTIES AND INDIVIDUAL OFFICES WHO HAVE RECEIVED FINDING(S)
- NEW DOLLARS WERE APPROPRIATED IN 2018 FOR FINANCE SPECIFIC TRAINING FOR COUNTY EMPLOYEES
 WITH A FINANCIAL INCENTIVE UPON COMPLETION

REDUCE RISK TO TOLERABLE LEVEL

- IDENTIFY FACTORS THAT INCREASE RISK:
 - OFFICE DOORS NOT RE-KEYED IN A DECADE.
 - COMPUTER PASSWORDS TAPED ONTO COMPUTERS
 - EMPLOYEES OPERATING OUT OF THE SAME CASH DRAWER, ETC.
- DETERMINE THE SIGNIFICANCE OF RISK AND LIKELIHOOD OF FRAUD, WASTE, ABUSE AND INACCURATE FINANCIAL REPORTING (THINK REDUCING RISK VS. COST OF CONTROL)
- DEVELOP SPECIFIC ACTIONS TO REDUCE THE RISK TO AN ACCEPTABLE LEVEL

PHYSICAL CONTROLS

- SECURITY CAMERAS IN OFFICE
- CONSIDER A "NO PURSE AND BRIEFCASE AT THE DESK/COUNTER" POLICY FOR DEPUTIES THAT RECEIPT
- ADDRESSING CLAIMS OF DOUBLE PAYMENT OF PROPERTY TAXES FROM PROPERTY OWNERS
- OFFICE DOORS REMAIN LOCKED
- INDIVIDUALLY LOCKED CASH DRAWERS
- DUAL SIGNATURES REQUIRED ON ALL CASH EXCHANGES AND WHEN BALANCING

BRAINSTORMING

- REQUIRED THAT INDEPENDENT AUDITORS DO THIS EACH YEAR PER SAS NUMBER 99
- NO ONE KNOWS YOUR TRUSTEE OFFICE BETTER THEN YOU AND YOUR MANAGEMENT TEAM!
- A MANAGEMENT BRAINSTORM SESSION IS ESSENTIAL TO A GOOD RISK ASSESSMENT/SOUND INTERNAL CONTROLS

CLASS EXERCISE

- DIVIDE IN GROUPS
- SCENARIO:
 - A NEWLY ELECTED TRUSTEE/COLLECTOR/TREASURER HAS APPROACHED YOU AT HIS/HER FIRST ASSOCIATION
 MEETING. HE/SHE WANTS YOUR ADVICE ON SOME POTENTIAL PARTS OF THE OFFICE OPERATION THAT YOU
 WOULD CONSIDER HIGH RISK FOR FRAUD TO OCCUR. HE/SHE IS UPDATING THE OFFICE INTERNAL CONTROL
 ASSESSMENT AND SURE COULD USE YOUR HELP!

"SISTER" COUNTIES

RUTHERFORD COUNTY





WILLIAMSON COUNTY





HIGH GROWTH COUNTIES FACING SIMILAR CHANGES



RUTHERFORD COUNTY, TN

- POPULATION: 317,157 (5TH LARGEST)
- 20.8% INCREASE SINCE 2010
- MEDIAN HOME PRICE: \$261,053
- COUNTY 116,000 PARCELS
- PROPERTY TAXES: \$192,698,146
- CITY OF SMYRNA 16,600 PARCELS
- PROPERTY TAXES: \$10,543,211



WILLIAMSON COUNTY, TN

- POPULATION: 226,257 (6TH LARGEST)
- 23.5% INCREASE SINCE 2010
- MEDIAN HOME PRICE: \$503,250
- COUNTY 95,877 PARCELS
- PROPERTY TAXES: \$251,919,326
- FOUR CITIES & SPECIAL SCHOOL DISTRICT
- PROPERTY TAXES: \$54,847,771

HOW TO ACHIEVE GREATER EFFICIENCY WITH LIMITED BUDGETS?



RUTHERFORD COUNTY, TN

- SEVEN STAFF MEMBERS
- STATE TAX RELIEF & TAX FREEZE PROGRAMS FOR LOW INCOME SENIORS
- COUNTY BANKING OPERATIONS
- FINANCIAL REPORTS
- INVESTMENTS
- OPERATIONS BUDGET (17/18): \$70,000



WILLIAMSON COUNTY, TN

- NINE STAFF MEMBERS
- STATE TAX RELIEF, COUNTY TAX RELIEF, & TAX FREEZE PROGRAMS
- COUNTY BANKING OPERATIONS
- FINANCIAL REPORTS
- INVESTMENTS
- OPERATIONS BUDGET (17/18): \$107,500



WORKING WITH OUR BUSINESS PARTNERS











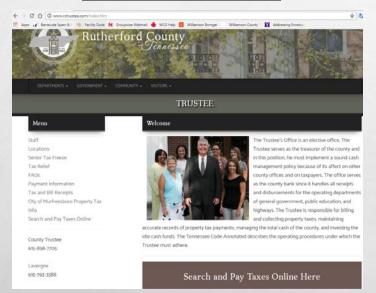


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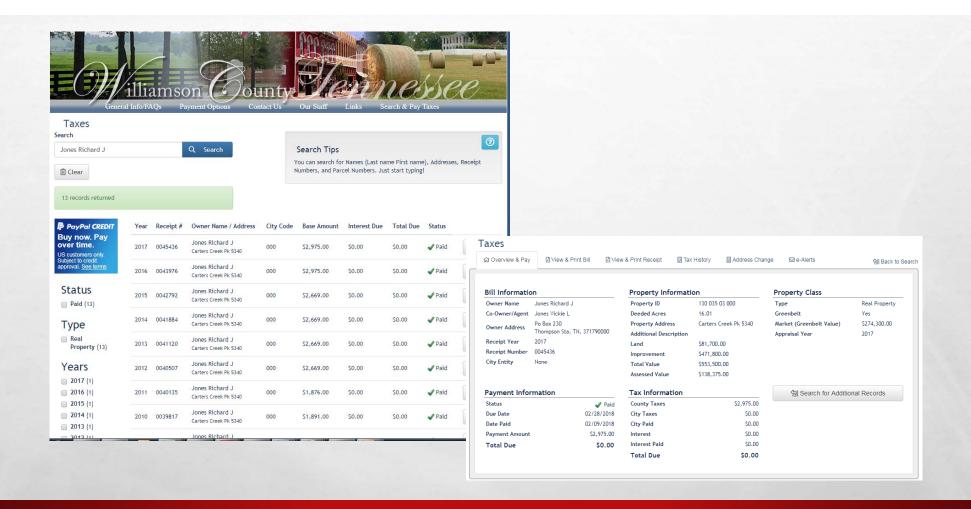
ONLINE SEARCH & PAY OPTIONS

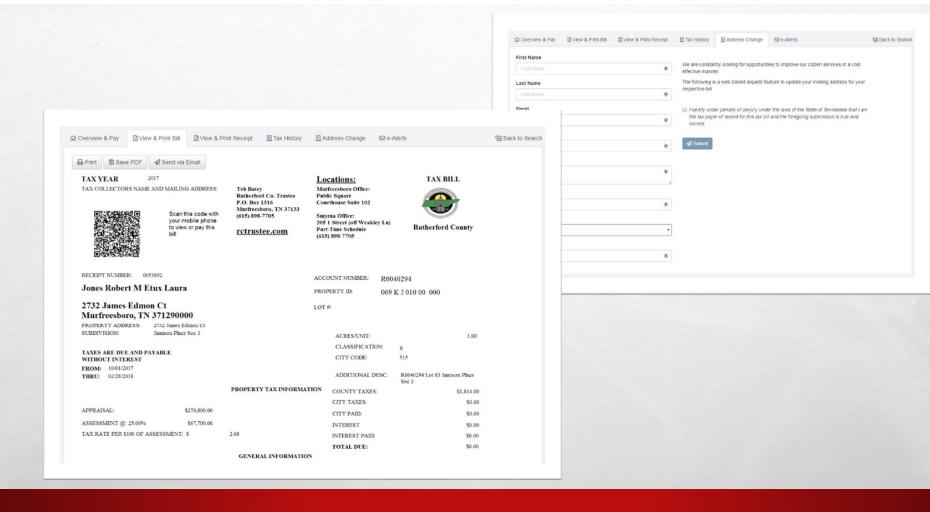
WWW.RCTRUSTEE.COM



WWW.WILLIAMSONPROPERTYTAX.COM

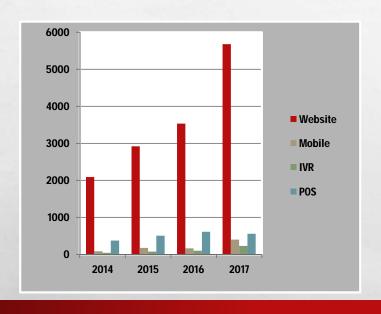




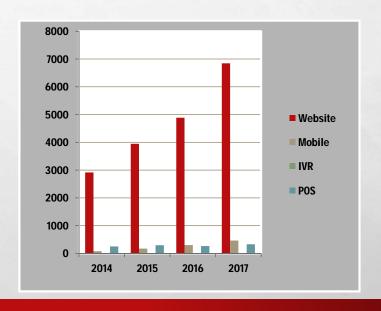


GROWTH IN ELECTRONIC TRANSACTIONS

RUTHERFORD COUNTY

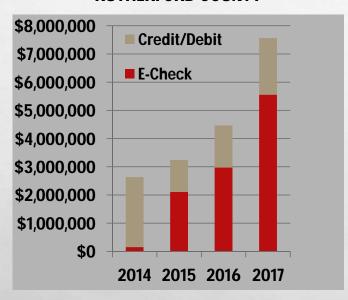


WILLIAMSON COUNTY

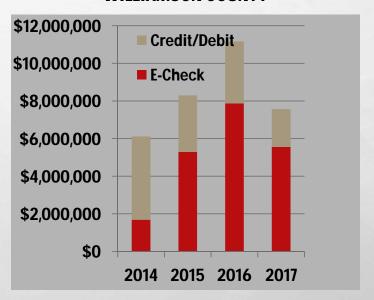


GROWTH IN ONLINE PAYMENTS VOLUME

RUTHERFORD COUNTY



WILLIAMSON COUNTY



TAKE AWAYS

- IMPORTANCE OF INVOLVEMENT IN PROFESSIONAL ASSOCIATIONS AND DEVELOPING PEER RELATIONSHIPS
- ESTABLISHMENT OF OR PERIODIC REVIEW OF INTERNAL CONTROLS POLICY
- PERIODIC REVIEW OF BANKING CONTRACTS AND SERVICES
- MAXIMIZE THE USE OF TECHNOLOGY FOR INCREASED OFFICE EFFICIENCY
- <u>WWW.CTAS.TENNESSEE.EDU/SITES/DEFAULT/FILES/INTERNAL%20CONTROLS%20%20TRUSTEE%20JAN%202016FINAL.PDF</u>



Thanks for listening!

...and for your entertainment...

