

INGRID
MORROY
Democrat for
COMMISSIONER OF THE REVENUE

Proposed Program

March 2003

Version 2

Vote for Leadership - Vote for *Change!*

Others say "Why?"

I say – Why not?

- Robert F. Kennedy

Introduction

I am seeking the office of Commissioner of the Revenue, because I believe that the Arlington County Commissioner's office can and should become a source of pride for Arlington and a model for Virginia. If elected, I will apply sound management, leadership, advanced technology, and uncompromising standards of fairness and customer service to create the best possible Commissioner's Office. I have the skills, the education, the multi-cultural experience, the enthusiasm and the determination to move the office of the Commissioner of the Revenue into the 21st century!

I have prepared this document to communicate with those motivated and well-informed citizens of Arlington who seek a deeper understanding of the mechanics of government and the operation of the Commissioner's office. I hope to inform those persons as to the current state of the Commissioner's Office and the means by which its operations might be greatly improved.

In the following pages I address vital topics such as:

- closely cooperating with the Department of Motor Vehicles to create a "one stop" service;
- an online system for businesses;
- the importance of fair assessments;
- the use of office technology;
- the marketing role of the Commissioner;
- a customer-focused organizational culture; and
- new initiatives.

I address each problem as it exists today and propose one or more solutions that will lead to a realistic goal. It is my intent that this document serve as a foundation for change, and a promise of my administration as Commissioner of the Revenue. I earnestly seek your feedback and reaction to my proposed program. For your convenience, my various addresses appear on the back cover.

Ingrid Morroy
December 2002

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History of the office of Commissioner of the Revenue

Assessing property in Virginia started in the early 1600's when sheriffs prepared lists of property to be taxed. This included personal property and people! The courts took over this responsibility in the mid 17th century. This system worked well, but during the Revolutionary War it placed a large burden on the courts, so that the General Assembly created three Commissioners of Tax per county, elected for one year. In addition, assessors prepared lists of property, attached a value to it, and calculated the tax due.

The office of Commissioner of the Revenue was established by the General Assembly in 1786. Each Commissioner was appointed by the County Court, kept a tax book, determined what property to tax, worked with the Clerk to determine the levy, and provided a copy to the Sheriff for collection of the tax. In 1851, the Commissioner of the Revenue was specifically incorporated into Virginia's Constitution. The office was made elective by the General Assembly in 1908. In 1910, an amendment to the Constitution was approved by popular vote which established a four-year term for the office. This amendment also allowed Commissioners to succeed themselves.

The State Compensation Board has determined the salaries of Constitutional Officers since the 1920's. Normally, localities augment the state approved funding levels. Because these offices are responsible for vital government services, they should be directly accountable to the electorate. Hence, the belief that Constitutional Officers should be hired by the voters. The electorate's next opportunity to do so will occur this year.

Responsibilities of the Commissioner of the Revenue (CoR)

The Commissioner of the Revenue (henceforth, "CoR") is the tax assessing officer for the County for all property with the exception of real estate. He or she is responsible for discovering personal property (cars, motorcycles, boats) and business property (computers and office furniture) in the jurisdiction, and assessing them equitably. In addition, the CoR is responsible for administering business taxes such as business license tax, and custodial taxes such as restaurant tax, short-term rental tax, transient occupancy tax and others. The CoR is also responsible for assisting taxpayers with their state income tax returns.

Serving the Citizen

A One Stop Shop for Arlington Taxpayers

Problem:

When a taxpayer buys a car, he or she must register it with the State Department of Motor Vehicles (DMV). The taxpayer then must visit (or mail to) the CoR in order to register the car for a second time. In both cases, the information obtained is virtually identical.

Proposed Solution:

As CoR, I will guarantee the full utilization of the Department of Motor Vehicle's system. When a taxpayer purchases a car or has recently moved into Arlington County and reported to the DMV, the information from the DMV system will be automatically transferred to the County computer system that evening, and a decal will be mailed to that taxpayer the following workday.

Problem:

Currently, taxpayers who have purchased a car from an individual and then report to the CoR, without first having registered their car with DMV, are instructed to proceed to DMV and register their vehicle there first. They then must return to the CoR to register with the County. This procedure imposes a totally unnecessary burden on the citizen.

Proposed Solution:

My office will become a satellite office of DMV. This will prove particularly beneficial to citizens, given state cutbacks and the closing of DMV offices on Wednesdays. This solution will impose little additional burden on the office and will earn the County a commission of 3.5 percent on all registration fees. More importantly, it will maximize the convenience of the citizen.

Problem:

South Arlington citizens, particularly recent arrivals living along Columbia Pike, are poorly served by the existence of only the Courthouse Plaza operation.

Proposed Solution:

The Treasurer and I will open a satellite operation at the Arlington Mill Center on Columbia Pike.

Problem:

Citizens must appear in person or use the mail to register their vehicles. Why, in the County that claims to be the birthplace of the Internet, is this the case?

Proposed Solution:

I have personally designed and created numerous websites. Vehicular registration via the Internet **will** be in place by January 2004!

Problem:

Taxpayers sell their car or move and report this to the Department of Motor Vehicles. Currently, the Commissioner's office does not use this DMV information to update the County computer system. Customers who sold their car or moved receive a bill for the full amount of the tax due and they must stand in long lines at the Commissioner's office or must call or email the Commissioner's office to report the sold car or the new address in order to get their account re-assessed.

Proposed solution:

If a car is sold or the taxpayer moved and reported this to the DMV, the information will be transferred daily to the County computer system. The assessment will automatically be adjusted and the resulting bill will reflect reality. In proposing this solution, I realize that there is roughly a 5% error rate in the DMV information that we receive. If the resulting tax bill is incorrect, the taxpayer will be able to adjust the bill (in space provided on the bill), mail it with a payment, and the information subsequently will be corrected on the County computer system, and if necessary, on the DMV system.

Problem:

Currently, DMV data arrive at the CoR office via magnetic tape periodically. All too often the information contained reflects activities that occurred weeks or even months in the past. Its usefulness is thereby diminished.

Proposed Solution:

As previously noted, DMV information will be downloaded daily. Updates will be added electronically to the County system on a daily basis.

Communication and Accessibility

Problem:

Taxation is a complex subject in any language. Currently, the CoR's publications are written solely in English, despite a large contingent of Spanish-speaking taxpayers in Arlington.

Proposed Solution

Having mastered six languages, including Spanish, I am more than prepared to rectify this deficiency.

Problem:

There is currently no CoR program of reaching out to citizens.

Proposed Solution:

I will routinely appear as a speaker at professional and civic associations. I will also establish a booth at the County Fair. My office phone number will be prominently displayed on all materials produced by my office.

Problem:

The Commissioner of the Revenue is not accessible.

Proposed solutions:

1. As CoR, I will be accessible to all customers. If a taxpayer has a complaint about an assessment and wants to see me, I will be available to discuss the problem. I will encourage all staff members to provide their names and telephone extensions to all taxpayers who phone the office. This will result in personalized service and high quality customer service.
2. My open door policy also applies to employees. By creating a positive atmosphere, I will advise, motivate and encourage staff to look for solutions.
3. To be an effective CoR, I will introduce the position of ombudsperson. This staff member will be an independent and open-minded person from among the middle managers, who will assist customers with complaints about the service of the office. The ombudsperson's main responsibility will be to represent citizens and businesses objectively in tax liability and assessment matters, but also in customer service matters.

Creating this function will help build a customer-focused approach to tax assessment, and will help us improve our human resource allocation.

4. I will make wide use of the CoR website on the Internet to communicate programs and policies to the public. I will provide clear guidelines on how to appeal an assessment or liability question. This will eliminate multiple trips to the Commissioner's office to resolve disputes. Furthermore, I will be instrumental in building a file of email addresses for all Arlingtonians interested in e-business solutions.

5. I will fully utilize the space provided in the County's publication "The Citizen" to explain car tax issues. I will also write a regular column for businesses. This column will be called "Business Corner" and I will cover issues such as when, how and where to file for a business license, how to comply with the law, which staff members and numbers to call for assistance, and what offices to visit to see me. In addition, I will regularly write similar articles for publications such as the Chamber of Commerce newsletter, the Clarendon Alliance newsletter, the Sun-Gazette, and others.

An Online System for Businesses

Problem:

Currently, businesses must complete their tax returns on a paper form. The paper return and the check must be mailed to two different addresses.

Proposed solutions:

Business license accounts will be linked to business tangible accounts. Meals tax (restaurant tax) accounts will be linked to business license and business tangible accounts. I will take the lead in the creation of a business tax assessment and payment system that will be a model for Virginia. The system will be based on solid design and modern technology, with broad use of the Internet. The system will be web based. Businesses will be able to access the secured site via the Internet from anywhere in the world, enter the relevant data, and the system will calculate the tax. When the user clicks the "Submit" button, the return will be electronically submitted to the Commissioner's office while a payment by e-check or credit card will be transmitted to the County's bank account, while simultaneously posting the payment to the County's records. If the business so desires, it can print and mail the return with a check in **one** envelope directly to the bank (such a bank system is commonly referred to as "Lockbox"), so that the check is deposited immediately. The County's bank will ensure that returns are transferred promptly to the Commissioner's office.

Custodial taxes such as restaurant tax and transient occupancy tax will be handled the same way. The business will be able to visit the website via the Internet, file their restaurant tax return online and pay online. If the business wishes, payment can be submitted via mail in one envelope with a check (see above).

Problem:

New businesses file and pay for a license simultaneously. This makes it difficult to post payments for accounts that did not exist prior to the filing.

Proposed solution:

Business license filings will be separated from their payment. Once received, a filing will then be carefully reviewed for completeness and accuracy and a bill prepared. Customers will then have 30 days to pay the bill. Late filings will be included in the Omitted Business License billing system.

Problem:

Businesses whose names change receive a new account number, which is not communicated to the Treasurer's office. This hinders proper credit of business tax payments.

Proposed solution:

Business Account numbers will be defined in two parts: the "*Primary Designator*" and the "*Secondary Designator*." The Primary Designator will be the 9-digit Employer ID Number (EIN) assigned by the Internal Revenue Service. The Secondary Designator will be a five-digit number, assigned by the CoR to reflect subsidiary activities of the business. Thus, whenever the activities of a business change or grow, the Primary Designator will provide a common link to the business entity, while the Secondary Designator will reflect the possible relationships that the business has with the CoR. If the business name changes but the EIN does not, no changes to the account number will be necessary; if the EIN does change, it will be communicated immediately to the Treasurer.

Problem:

Business owners must visit several different offices in order to obtain a business license.

Proposed solution:

Computer systems will be integrated to create a one stop shop for businesses. When a customer applies for a business use certificate in the County's Inspections Department, my office will collect that information automatically and be ready to issue the business license.

The Use of Technology

Problem:

The office uses stand-alone systems for business taxes that do not communicate with each other or other County information systems.

Proposed solution:

As CoR, I will take a leadership position in all County system replacement efforts. Accordingly, I will cooperate with the County's Department of Technology Services and the Treasurer's office in a large-scale system project to eliminate these archaic, fragmented tax systems and replace them with a holistic system, based on the concept of "*The Taxpaying Entity*." This means that a unique customer identification number will be used, similar to the system used in the banking industry, with a list of accounts (personal property, business property, real estate and utility) registered in the computer system. When a business contacts the office, staff will look up the business under the customer number and view all the accounts for that business. Further, in order to provide the best possible service to Arlington taxpayers, I will seek appointment to the County's **Technology Leadership Committee**, so that I might assist and participate in the development of countywide strategies for information technology that will make the best use of available funds and resources.

Problem:

Data, already available in an automated form, are manually entered into various CoR systems.

Proposed solutions:

1. There are several uses of external systems, such as the DMV system to download new addresses and adjust assessments automatically. Addresses will be matched to the County universal address file. If the addresses do not conform to the County's universal address format, they will be handled on an exception basis. This will eliminate manual data entry of hundreds of addresses.
2. The National Automobile Dealers Association (NADA) system can and will be used for vehicle valuations. We will send files with vehicle identification numbers (VINs) to NADA. NADA will match the VINs and return a file to us in electronic format with completed assessment values. This information will then be uploaded into the County computer system. This will automate assessments of cars that are new to the County

system and specify those that are deleted from our system. Manual entries will be done only for walk-in customers and for exception items.

3. The Virginia Department of Games and Fisheries will be used to download information about boat registrations. This information can be uploaded to the County system, with minimal manual intervention.

Problem:

Personal Property tax supplement books are produced once a month. This results in significant delays in billing and payment. For example, vehicles assessed in August are not billed until November with payment due in December.

Proposed solution:

Assessments will be produced while walk-in customers are waiting at the counter. Customers will immediately be handed a bill, which they can pay to the Treasurer at that time. The monthly supplement book will still be certified, however, accounts that have been paid will not be billed again.

Problem:

A number of staff members do not have access to modern office technology nor web based technology.

Proposed solution:

As part of an office-wide customer service initiative, each and every staff member will have access to County technology (mainframe, email, Microsoft Office Suite, Internet Explorer) through the use of PC's, and to online systems on the Internet. All staff members will be trained on new systems within the office and on external systems that customers will use, and all staff members will be able to assist taxpayers with these systems.

The Marketing Role of the Commissioner

Problem:

The relationships between the Commissioner's office and County agencies and business organizations need improvement.

Proposed solution:

I will partner with County agencies such as the Department of Economic Development, the office of the County Treasurer, and business organizations such as the Arlington Chamber of Commerce, to help promote Arlington as a positive business environment. I will have a role in attracting to the County businesses and industries that have been targeted as having a beneficial impact on our local economic mix. I will work with the County to assist in achieving the goals of the County's economic strategic plan. My office will have a positive, open relationship with businesses, and my staff will assist current and prospective businesses in their understanding and compliance with our tax laws. Taxpayers will always have the names and phone numbers of staff members they can call, or they can call the office's new customer service ombudsperson, who will be multi-lingual!

Problem:

Currently, the CoR holds that the very existence of a business in the County, based on its Business License filing, is confidential. As a result, the Chamber of Commerce, businesses, and the public are not provided any form of directory or access via the Internet to basic business data. This can be extremely detrimental to their activities and constrict local commerce.

Proposed solutions:

While it is illegal for the CoR to disclose specific tax and revenue information concerning a business, there is absolutely no restriction in the Code of Virginia limiting promulgation of its existence. Accordingly, each year, the office will make available to all interested parties a Directory of Businesses in Arlington County. The directory will include the name and address of the business, the telephone numbers, email address and website if available, contact persons, the type of business and the industry category. The directory will be available in print, on the Commissioner's website, or on a CD. It will be searchable by type of business, by industry type, by zip code, by business name, or by street address. This directory will greatly enhance business-to-business activity, while at the same time providing a valuable resource to Arlingtonians seeking to buy services and products locally.

Problem:

When a business provides inaccurate or insufficient information, or no information, about its activities, the CoR must often create an estimate of what is owed, known as a “*statutory assessment*.” Unfortunately, history has shown many statutory assessments to be at considerable variance with what is truly owed and, all too often, applied to businesses that no longer exist.¹

Proposed solutions:

1. Identifying businesses, reporting revenues significantly below the norm, will be based on statistical models and industry trends. I will use statistical trending by Standard Industrial Code (SIC) clusters to determine which businesses have reported income significantly below the norm (i.e. 1.3 standard deviations below the arithmetic mean for the cluster). Those will be the businesses that my staff will audit. This will eliminate the need to inconvenience 90% of businesses with unnecessary audits while auditing the 10% that fall outside of the model. By using statistical inference, I can better target those businesses that show unusual variances. Similarly, the statutory assessment for a business providing no information can be based on the characteristics of the SIC cluster to ensure that a “reasonable” assessment results.
2. In both cases, §58.1-3110 and 3111 of the Code of Virginia provide the CoR the power to summon taxpayers and to compel them to bring with them their business records for the purposes of formulating an assessment. This important legal power will not be neglected.
3. As a courtesy to all businesses, I will offer pre-audits. During a pre-audit, my staff will obtain explanations of variances and correctly categorize the business. They will also secure sufficient information to determine if a full audit is necessary. This will save time and resources for both the Commissioner’s Office and the local businesses!

¹ For example, between 1997 and 2002, total business assessments rose by 25 percent but delinquent statutory assessments, issued by the CoR, increased 55 percent.

4. If a business does not respond to communications from the Commissioner's office by mail or phone, there are several ways in which to determine the existence or non-existence of the business: by staff visits to the last Arlington address of the business; by contacting business information services such as Dun & Bradstreet that provide this information online for a small fee; or by contacting the State Corporation Commission. If it becomes clear that the firm is out of business (the building is vacant; there is a hole in the ground where the business used to be; the phones are disconnected), no assessments will be made and the account will be closed.

5. Some residents of Arlington become confused when they receive an assessment letter identifying them as an independent contractor, liable for the payment of a business license fee. More realistically, they are waiters who worked for a caterer, or painters irregularly employed by a contractor. Most of these individuals have low wages and many of them are recent arrivals from foreign countries and have difficulty understanding the system. Instead of pursuing waiters, painters, and other *de minimus* targets, I will ensure that the large suppliers on the caterer's or contractor's list are properly licensed. I will use cost-benefit analyses to demonstrate that it is non-productive harassment to attempt to assess low income contractors.

A Customer Focused Organizational Culture

Problem:

Currently, staff members are not empowered.

Proposed solutions:

As CoR, I will empower all staff, but especially those at the lowest level of the organization, to make decisions about their work processes. They will be authorized to make decisions about customer complaints and encouraged to find solutions by communicating with customers, with each other and with employees in other county departments. I will work with staff at all levels so that they will be comfortable making decisions. With my support, staff members will take ownership and pride in their daily work! Staff will be trained and authorized to make decisions at the earliest possible stage of a problem. They will not be required to take a “one answer fits all situations” approach to their work; instead they will be able to listen, understand and take appropriate actions for unique situations. They will regularly receive recognition for their accomplishments in an **Employee of the Quarter** program.

Problem:

Employees have little or no opportunity to take advantage of educational opportunities.

Proposed solution:

Training expenses are part of the CoR office budget. In addition, the County offers all County employees a tuition reimbursement program for courses that are relevant to the job and courses that will help employees advance their careers. As CoR I will encourage staff members to register for courses within the County or outside to advance their knowledge of the latest office technology and the Internet, customer service courses, and courses that will improve team work, decision making, and managing. This will produce staff that will be in a position to help taxpayers and able to apply the latest technology. Furthermore, the Commissioners' Association of Virginia offers courses in several areas. I will ask expert members of the Association to visit my office to give staff members an opportunity to enroll in the courses.

Problem:

An open relationship between management and staff does not exist.

Proposed solution:

I will create a trusting relationship between management and staff at all levels. By doing so, I believe that my employees will conduct the business of the office in a respectable and responsible manner with a high degree of integrity.

Problem:

No regular staff meetings are held. Most employees are never asked for their opinion.

Proposed solutions:

1. I will require that all staff members convene at least once a week with their supervisors or teamleaders. Deputies will meet weekly with supervisors and teamleaders. I will require that deputies and assistant deputies conduct a weekly meeting to discuss issues, initiatives and ideas that their staff members proposed. I will meet weekly with each deputy, and my open door policy will allow each staff member to meet with me at any time. I will encourage deputies, assistant deputies, supervisors and teamleaders to adopt my participatory management style.
2. All employees, but especially those at the lower level of the organization, will be solicited for input about processes, procedures, and particularly about customer service delivery and proposed computer systems changes.

Problem:

A number of employees do not receive periodic performance reviews.

Proposed solution:

My office will strictly follow the County Human Resource Department policies and ensure that all employees receive annual performance reviews, or more frequently should circumstances so dictate. After each review, staff will have an opportunity to challenge or contest any negative statements.

Problem:

Employees have minimal participation in County staff associations.

Proposed solution:

There are several staff associations within the County government and I will encourage my staff to become active participants in these associations. They will be allowed to attend meetings and training sessions, and help organize professional, cultural and charity events. In addition, I will encourage my staff to establish a staff association within the office. This will promote consistent communication and an awareness of our diversity. In addition, it will encourage cooperation which will lead to an improved customer focused organizational culture.

New initiatives

Northern Virginia Cigarette Tax Board

The Northern Virginia Cigarette Tax Board is a regional tax agency responsible for administering and enforcing the cigarette tax ordinance of jurisdictions in Northern Virginia. Currently, Arlington County (and only Arlington) does not participate in this program and instead has established its own independent effort. My office will join this board, and cease our separate effort because:

- there is a proven system of tax collection and enforcement in place;
- the Board is dedicated to enforcement, audit and compliance issues, and is therefore an expert in these areas;
- pooled resources are used more efficiently;
- there is increased accountability on the part of wholesalers and retailers;
- our revenues will, almost certainly, increase.

CoR staff involved in the current system can be re-dedicated to handle other matters.

State Income Tax

Staff resources that were used to audit and enforce cigarette tax issues will be dedicated towards the management of State Income Tax. The State has a web-based system that my office will use to assist Arlington taxpayers to receive accelerated refunds if the customer information (name, address, status, etc.) is similar to last year's. I promise a three-day turnaround on refunds for these taxpayers!

Potential Exemptions

Currently, there are citizens who own cars on which no personal property tax is imposed. Yet, they are required to pay a \$24 decal fee annually. For many, this is a significant and disproportionate expense. I will urge our County Board to reconsider this situation.

Volunteer firefighters in all Virginia jurisdictions except Arlington receive an exemption on their personal property tax. I will advocate that the County impose a reduced tax rate for volunteer service persons who live in Arlington as provided for in the Code of Virginia.

Depreciation schedules

Arlington County currently offers businesses two depreciation schedules: a four-year schedule and a seven-year schedule. This is highly restrictive and disadvantageous to some businesses. The introduction of additional depreciation schedules will benefit businesses and save money for many of them, while at the same time enhancing the County's efforts to attract target businesses, identified in the County's economic development strategy.

Business License taxes

Currently, taxpayers whose annual business gross receipts are \$10,000 or more must file for a business license. I will perform a cost-benefit analysis to determine if the filing requirement for a business license can be raised from \$10,000 to \$50,000. This would make Arlington County competitive with surrounding jurisdictions. In addition, I will use computer interfaces available from the Commonwealth of Virginia to share income tax filings and pursue those taxpayers who fail to file for a business license. This will eliminate the current requirement of each business owner or self-employed person having to file when they owe no taxes.

Annual Report to the Citizens

Each year, I will publish a report detailing the activities of my office and the efficiencies of newly implemented, money saving initiatives.

Enhanced Communication

I will initiate an email alert system called "Commissioner Alerts" to which businesses and other interested parties can subscribe with an email address. Each Commissioner Alert will contain news items about changes in the tax law, changes in policies that might affect businesses and citizens, service enhancements implemented by my office, and a calendar of my public appearances.

Enhanced Telephone Communication

Only part of the Commissioner's office currently participates in the County's Automated Call Distribution (ACD) system. I will require the entire office's participation in this sophisticated telephone communication system by adding all divisions and sections to the ACD system. This will significantly enhance the management of telephone communication in the office, since customer calls are routed to the proper employees quickly and without undue personal intervention. In addition, my office will use this system to measure the efficiency of service delivery by monitoring the volume of calls handled and response time of calls. During our busy seasons, human resources will be allocated to areas with the greatest service demands while my staff will still be able to manage taxpayers' telephone calls.

Personal Property Discovery

Currently, the CoR maintains a hotline which taxpayers can call to report cars that do not display a current County decal. CoR employees submit the reports to the Treasurer's Office whose decal enforcement team members pursue the violators. This activity is part of the CoR's responsibility of discovery under the Code of Virginia. Therefore, I will assign staff to actively pursue those who are not in compliance by accurately and timely assessing the vehicles in question. The average car tax bill is \$290, and I estimate that as a result of the CoR's improved program an additional 8,000 vehicles will be discovered annually. Timely assessment of those vehicles will result in additional annual revenues of \$2.4 million. By increasing compliance my office will help reduce the tax burden on all Arlingtonians!

Closing Thoughts

This document is a starting point, not a conclusion. There are other aspects to my program that I have yet to formulate. Most importantly, I have yet to hear the thoughts and suggestions of all the concerned citizens who have expended their time and energy to examine my program. I ask that we commence a dialogue - a dialogue that will ultimately lead to the creation of an office of Commissioner of the Revenue worthy of Arlington's citizens.

Biography

Ingrid Morroy has nearly twenty years of public and private sector management experience in the areas of public finance, international and domestic banking, small business lending, and human resources. She earned a Bachelor's Degree in Business Administration with a major in Computer Information Systems from the University of the District of Columbia, and an MBA from Averett University. She is a Certified Governmental Deputy Treasurer, and a graduate of Leadership Arlington.

Ingrid's professional strengths include:

- The ability to work with multiple levels of business and political leadership to develop coherent, long-range strategies and policies;
- Proven personnel management skills, with the ability set goals for her employees, and motivate them to succeed;
- Uncompromising standards for customer service;
- The design, development, and implementation of advanced computer systems;
- Instituting operational internal controls, and the tracking mechanisms to monitor them, to ensure the delivery of high quality products and services;
- Analyzing data, and presenting clear, comprehensive written and oral presentations to diverse audiences.

Ingrid was born in Holland, and raised in Suriname, South America. She comes from a multi-ethnic, multi-cultural background, speaks six languages, and has lived in five countries. Ingrid first moved to Arlington in 1978 and became an American citizen in 1985.

In her current position as **Arlington County Deputy Treasurer**, Ingrid provides leadership, management, and direction in the resolution of tax, fee and revenue collection issues. Her division is responsible for the receipt of over \$700,000,000 in County revenue and the processing of more than 900,000 payments annually.

Ingrid also serves as a liaison to other local treasurer's offices, evaluates and oversees the implementation of computer systems within her division, and continually seeks to enhance the level of customer service provided by the Treasurer's Office.

Ingrid's professional, civic, and political activities include membership in the Municipal Treasurers' Association of the United States and Canada, the Treasurer's Association of Virginia, the Washington Treasury Management Association, the National Association of Female Executives, Leadership Arlington, the Committee of 100, the NAACP, the YMCA Arlington Branch Advisory Board, the Arlington County Democratic Committee, the Eighth Congressional District Democratic Committee, the Democratic Party of Virginia State Central Committee and Latino Democrats of Virginia.

Ingrid makes her home in South Arlington (Claremont precinct) with her husband Jerry Botland, also a native of Suriname.

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