

# XSPAND

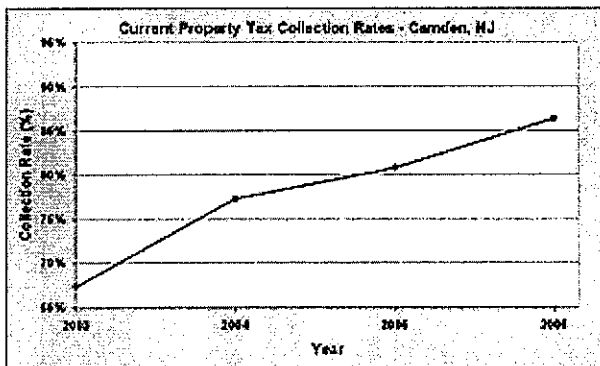
## *Camden, New Jersey*

### Challenge

Camden had one of the lowest tax collection rates in the United States. In the summer of 2002, faced with nearly \$100 million in unpaid property taxes and a database record that was out-of-date, Camden turned to XSPAND for help.

### Solution

XSPAND mobilized a team of municipal tax lien experts to review the city's tax records. Over 7,000 municipally-held liens were reconciled and cataloged on BlueHound®, XSPAND's proprietary tax lien software.



Current tax collection rates have improved each of the past three years, from below 70% in 2003 to 86% in 2006.

Once the city's records were organized, XSPAND set about the task of collecting tens of millions of dollars of previously unpaid taxes. Working hand-in-hand with the Mayor, Chief Operating Officer and City Council, a community relations effort was launched to inform residents why the city was embarking on the initiative to accelerate the return of tax-delinquent properties to the active tax rolls. XSPAND developed disposition strategies and asset recovery plans designed to improve upon the city's delinquent collection rate in 2002.

Mindful of the difficult financial circumstances of some city residents, XSPAND and the City have worked hard to ensure that available resources were employed to help taxpayers get out from under their tax obligation. One initiative was the recruitment of two nationally-recognized financial institutions, Fleet Bank (now Bank of America) and Fannie Mae, to offer residents an alternative to entering into a three-year installment payment agreement at a state-mandated 18 percent interest rate. Under the Fleet/Fannie Mae alternative, eligible property owners could obtain refinancing options at interest rates as low as one-third the tax lien interest rate with payments spread over 30 years.

Today, the City's tax records on municipally-held liens are organized and essential data is available to city officials at the touch of a button and most significantly, dramatic improvements in delinquent tax collection have been made. Collections on municipal delinquencies have now surpassed \$22 million. The current tax collection rate has increased from below 70% in 2003 to a current rate of 86% in 2007. Today, Camden's tax collection operation is more efficient, generating more municipal revenue and the City is on its way to becoming a better place to live and invest.

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