



HILLSBOROUGH COUNTY TAX COLLECTOR

Organizational Profile

FY 2014

Introduction

In the United States, county tax and revenue collectors, treasurers, and finance officers all serve the same purpose - to conduct state financial management duties at the local (county) level. The primary job of these officials is to collect and distribute local property taxes on behalf of the state to fund vital services such as schools, roads, cities and parks. State constitutions and statutes outline the duties and responsibilities of this position, which can include other financial management functions such as disbursement of unclaimed funds and the collection and distribution of other state and/or county fees. However, these additional service offerings vary from state to state and even county to county.

In the state of Florida, the elected position of county Tax Collector is a constitutional officer outlined in Article VIII of the FL Constitution. The Hillsborough County Tax Collector (HCTC) is responsible for the duties shown in Figure 1.

Hillsborough County is the 30th largest county in the US with more than 1.2 million county residents in a 1020 square mile area encompassing several rural and suburban communities and three cities, including the city of Tampa – the third largest city in Florida. Our annual budget of approximately \$26 million is fee-based, which means our funding comes from the commissions and fees we receive from state and local government agencies based on the transactions we perform or the monies we collect on their behalf. HCTC collects and distributes approximately \$2 billion and

processes over 2 million financial transactions annually. The current Tax Collector, Doug Belden, was elected to office in 1998 and has not faced serious opposition in any election, winning general acceptance as an innovative official who has overseen the expansion and improvement of the organization.

Organizational Environment

As outlined by state law, HCTC is responsible for the collection and distribution of property taxes and motor vehicles fees on behalf of the state of Florida and local government entities in Hillsborough County. The key products and services we offer and the delivery mechanisms used to provide them to our customers are shown in Figure 1.

The culture of HCTC is to empower and engage our employees to drive continuous improvement through identification of best practices, innovation, and technology. Our mission, vision, values, core competencies and strategic priorities are evaluated annually and updated as needed. Every aspect of our mission and strategic priorities is closely aligned to each of our core competencies, which guarantees our employees understand what we strive to accomplish as an organization.

The Hillsborough County Tax Collector segments our workforce as shown in Figure 3. HCTC also segments our workforce by department/location and classified (Civil Service) and unclassified (non-Civil Service).

The top factors of employee engagement are determined based on the importance ratings of

FIGURE 1 HCTC ORGANIZATIONAL ENVIRONMENT

PRODUCTS, SERVICES AND/OR SOURCES OF HCTC REVENUE	Product/Service provided on behalf of...	% of Transactions (FY 2013)	% of Total Revenue (FY2013)	Delivery Mechanisms					
				In Person	Phone*	Web*	Online Pay	Mail	Drop Box
PROPERTY TAXES Collection and distribution of property and tangible personal property taxes	Dept. of Revenue and Local Taxing Authorities	17.7%	77.7%	●	●	●	●	●	●
MOTOR VEHICLE SERVICES Issuing, renewing and transferring of registrations and titles for vehicles, vessels and mobile homes	DHSMV	67.3%	15%	●	●	●	●	●	●
DRIVER LICENSES Issuing and renewing driver licenses and identification cards	DHSMV Division of DL	12.5%	4.8%	●	●	●	●		
BUSINESS TAXES Collection of business taxes from local businesses	Hillsborough County BOCC	2.2%	1.2%	●	●	●		●	●
TOURIST DEVELOPMENT TAXES Collection of tourist development taxes from local hotels and motels	Hillsborough County BOCC	0.1%	0.4%	●	●	●		●	●
HUNTING & FISHING LICENSES Issuing licenses and permits to local hunters/fishermen	FFWCC	0.2%	0.0%	●	●	●	●		
OTHER (source of HCTC revenue only) Interest, reimbursements, and sales tax commissions	n/a	n/a	0.8%	n/a	n/a	n/a	n/a	n/a	n/a

**Information dissemination only.
Data updated after FY ends.*

FIGURE 2 HCTC ORGANIZATIONAL CULTURE

Purpose.	To perform the state work of collecting and distributing taxes and fees at the local level.
Vision.	To be an exemplary government organization.
Mission.	To perform the duties of our office with the highest level of ethics, customer service and efficiency.
Core Values.	Integrity, Agility, Customer Service, Teamwork, Effectiveness, Learning, Results Driven.
Strategic Priorities.	Customer Service Excellence, A Successful and Engaged Workforce, Fiscal Responsibility, Continuous Improvement
Core Competencies.	Customer Service and Financial Management
Motto.	Expect Excellence

statements from our bi-annual engagement survey. The following are HCTC’s 2013 factors of engagement statements listed in order of importance to the employee: 1) I know what is expected of me at work. 2) My job is interesting. 3) Overall, I am satisfied with my job. 4) The organization provides me with the tools and equipment I need to perform my job well. 5) My job measures up to what I thought it would be when I accepted the position. 6) I am satisfied with the recognition I receive for doing a good job. 7) I feel that I have job security. All classified HCTC employees are part of Hillsborough County’s Civil Service system, which processes job applications, defines pay and job classifications and administers certain rights, duties and privileges accrued by employees. HCTC follows an affirmative action plan and strives to hire qualified individuals representative of the diversity of the population. Hillsborough County has the second largest Hispanic population in Florida, and we continually strive to hire bilingual employees to mirror the Hispanic population we serve.

FIGURE 3 WORKFORCE PROFILE

Employees	320
Gender	Female: 73% Male: 27%
Age	20-24: 5%; 25-29: 5%; 30-34: 9%; 35-39: 10%; 40-44: 15%; 45-49: 19%; 50-54: 18%; 55-59: 11%; 60-64: 5%; 65+: 3%
Workforce Diversity	White: 46%; Black: 24%; Hispanic: 27%; Asian/Pacific/Other: 3%;
Job Diversity	Exempt (salaried): 14%; Non-exempt (hourly): 86%
Education	MA/MS: 1%; BA/BS: 19%; AA/AS: 21%; HS: 59%
Tenure	0-2 Years: 29%; 3-5 Years: 5%; 6-10 Years: 18%; 11-15 Years: 23%; 16-20 Years: 13%; 21-24 Years: 6%; 25+ Years: 6%

Key benefits at HCTC include a competitive pay-for-performance compensation system; tuition reimbursement; health, dental, vision, life, short- and long- term disability insurance; supplemental insurance including whole life, AFLAC and long-term care; flexible spending accounts; a wellness program; sick, vacation, family and bereavement leave; an Employee Assistance Program; a deferred compensation employer match program; and individual and team recognition and reward programs. HCTC complies with all fire, safety and Americans with Disabilities Act requirements as well as the safety requirements of Hillsborough County government. HCTC also abides by the standards set by the Occupational Safety and Health Administration. Security of our branches is our primary safety concern since we collect such large sums of money. Other safety concerns include irate customers, repetitive motion injuries (carpal tunnel), and automobile accidents.

HCTC operations are housed in nine locations, and the offices (ranging in size from 1,000 to 22,000 square feet) are strategically spread across Hillsborough County to ensure proximity and convenience to the major population centers. HCTC has 8 branch offices (North Tampa, Brandon, Plant City, South County, West County, AAA Westshore, Downtown, and East Hillsborough) to serve our in-person customers. Our Processing Operations Center houses our Processing Operations department, including mail and call center operations and specialized services such as delinquent tax and quality assurance. The warehouse, courier and facility maintenance functions are also housed at this location. All senior leaders and the following support departments are located at our main Downtown office: Accounting & Finance, Human Resources & Organizational Development, and Community Relations. Field Collectors and Information Services staff telecommutes and have touchdown offices in our branches throughout Hillsborough County.

Technological innovation plays a critical role in helping HCTC achieve performance goals in our transaction-based work system. HCTC’s technical infrastructure is maintained by our Information Services department to support existing applications and to prepare for future needs and requirements. This ensures information is provided in an environment that allows front-line staff to serve the public while organizing information so it is available from any workstation within the organization. The Information Services team provides support to several different areas within the

organization. These areas include: 1) A technical platform for several state provided computer applications, third-party applications and in-house applications. 2) Telecommunication circuits, and a Metro Ethernet fiber optic network linking the offices together and to the Internet. The system utilizes a converged voice and data network (Voice-Over Internet Protocol or VOIP) telephone system receiving approximately 30,000 telephone calls from the public per month. 3) A public web site allowing 24/7 access to E-commerce, information and our public databases. 4) An extensive internal communication system including email; digitized voicemail; and a video conference system to facilitate organization-wide communication. The employee intranet (InfoNet) was designed using Microsoft SharePoint technology and serves as our internal communication, project management, and knowledge management system. It includes shared documents, calendars, blogs, discussion boards, alerts, project team sites, policies, procedures, and process maps. 5) An Enterprise Resource Planning (ERP) system that integrates our financial processes through one, consolidated system. 6) A virtualized data center with redundant primary and secondary servers replicated daily to a remote site for tertiary redundancy. 7) To manage customer flow and allocation of customer service staff resources, HCTC uses a line queuing system (Q-MATIC) in our branch offices for the management of customer experience times for branch customers. In the call center, our Workforce Management System (WMS) is used to assign staff to phone calls based on skill level and the resources needed to achieve call center targets. 8) Video surveillance is viewable from any manager workstation, providing security in public areas and employee workstations. 9) A balanced scorecard system that integrates data from multiple systems, reduces manual calculation of data, and simplifies data analysis.

HCTC operates under strict requirements from the both the state of Florida - Statutes, the Florida Constitution, the Department of Revenue, the Department of Highway Safety and Motor Vehicles - and local Hillsborough County ordinances that dictate all aspects of our products and services. We follow the financial regulations, including budgetary standards, set by Department of Revenue and the Governmental Accounting Standards Board. HCTC is also subject to Federal regulations surrounding employment, labor and worker's compensation. Doug Belden, our current Tax Collector, is a Certified Florida Collector and receives training through the Florida Department of

Revenue for re-certification annually.

Organizational Relationships

In Hillsborough County, the Tax Collector is a constitutional officer elected every four years in the Presidential election year. HCTC is divided into seven departments headed by individual directors. Branch Operations and Processing Operations are operational departments, and Human Resources & Organizational Development, Information Services, Special Projects and Community Relations are support departments. Accounting and Finance serves both operational (fund distributions) and support (budget, payroll and accounts receivable and payable) functions. HCTC operates under the elected Tax Collector (TC) - Doug Belden. The directors of each department report to the TC. The Tax Collector and the seven directors are responsible for establishing and overseeing policies, procedures and processes as well as ensuring regulatory compliance in their respective areas.

Department of Revenue approves our annual budget and oversees property tax functions. The Department of Highway Safety and Motor Vehicles audits driver license, motor vehicle, vessel and mobile home transactions for accuracy and compliance. An annual, independent financial audit ensures financial soundness and compliance with all applicable laws and regulations. HCTC has had no audit findings in over 14 years.

HCTC customer transactions are dictated by Florida Statutes and the Florida Constitution. We segment our customers into three distinct groups with various requirements shown in Figure 4. HCTC's public and business customers are those that pay for services provided or products received. Our government customers receive revenue distributions from HCTC based on the amounts collected from our public and business customers. As a result, the needs and requirements of the customers we collect money from (public and business) differ from those that we distribute money to (government). We also segment our customers by service type, including Motor Vehicle, Driver License, Property Tax, Business Tax, Hunting & Fishing, and Tourist Development Tax, and by HCTC location.

HCTC's key suppliers, partners and collaborators are shown in Figure 5. Also shown is their role in our work system and innovation; communication; relationship

FIGURE 4 CUSTOMERS AND REQUIREMENTS

Group	Key Customers	Requirements
PUBLIC	<ul style="list-style-type: none"> Hillsborough County property owners Motor vehicle, vessel and mobile home consumers Hunters & fishermen 	<ul style="list-style-type: none"> Variety of Payment Options Convenient Locations
BUSINESS	<ul style="list-style-type: none"> Escrow and title companies Hotels/ motels Business owners Motor Vehicle Dealers Tax certificate investors 	<ul style="list-style-type: none"> Prompt Service Accuracy Efficiency
GOVERNMENT	<ul style="list-style-type: none"> Taxing authorities Special taxing districts Cities of Tampa, Temple Terrace, Plant City Hillsborough County BOCC Hillsborough County Environmental Protection Dept. of Highway Safety and Motor Vehicles Florida Fish and Wildlife Conservation Commission 	<ul style="list-style-type: none"> Legal Accuracy Timeliness

management; and supply chain requirements. Key partners, suppliers and collaborators play a major role in our innovation by providing input into our strategic planning process; by offering their insight on best practices and technological innovations; and by providing day-to-day support when required. Our top 12 suppliers are rated annually using a vendor report card system. Their role in providing innovative ideas is significant in their overall rating.

Competitive Environment

HCTC is the sole provider of property, business and tourist development tax collection and distribution services in Hillsborough County. Hillsborough County residents can perform Motor Vehicle transactions (including vehicle, vessel, mobile home titles and registrations) at any Tax Collector office in the state of Florida. Currently, in the state of Florida, both Florida Tax Collectors and the Department of Highway Safety and Motor Vehicles perform driver

license transactions. A significant change occurred in 2010 when a state law was passed mandating that Florida Tax Collectors assume responsibility for all driver license services by 2015. In response, HCTC has expanded driver license services to all locations except our AAA Westshore office, and our East Hillsborough location only provides driver license services.

While success for any elected official is ultimately determined through re-election and general public acceptance, success for HCTC is determined by customer satisfaction and engagement and our ability to meet customer requirements; audits free of findings; customer experience times; and transactions and revenue growth.

Key changes facing HCTC include a strong public desire to see government agencies working together to save taxpayer dollars and consolidate resources. HCTC strives to combat general public perception of government “as usual” and be a role model for other government agencies.

FIGURE 5 HCTC PARTNERS, SUPPLIERS, COLLABORATORS

Agency/Group	Role in Work System	Supply Chain Requirements
KEY PARTNERS: Work with us to deliver services.		
<ol style="list-style-type: none"> Dealer Tag Agency - Private company provides motor vehicle services to automobile dealerships FL Dept. of Highway Safety & Motor Vehicles - establishes policy and procedures for motor vehicle and driver license Florida Highway Patrol - Investigates fraud Department of Revenue - State agency sets property tax and budget policy and procedures Civil Service -Employee recruitment, testing and grievances Property Appraiser - Creates and updates property tax roll Clerk of Court - Manage tax deed sales Non-Profit Organizations - Fundraising and promotions 		<ul style="list-style-type: none"> Satisfaction Timely delivery of service Accuracy Legal Compliance
KEY SUPPLIERS: Businesses we pay to provide a service to or on behalf of HCTC.		
<ol style="list-style-type: none"> Avaya - VOIP phone system Bayshore Solutions – Development of HCTC’s site CASS Data - Printing and mailing of motor vehicle notices Grant Street Group –Tax System & Online Payments Genesis - Printing and mailing tax notices Hillsborough County Sheriff - Branch security Pitney Bowes - Postage mail metering RT Lawrence - High-speed remittance processor software SSYH - Integrated financial and HR systems SunTrust - Banking services United Healthcare - employee health insurance Verizon – Primary internet connectivity 		<ul style="list-style-type: none"> Timely delivery of services Satisfaction Fair and competitive pricing Support Billing accuracy Contractual compliance
KEY COLLABORATORS: Cooperate with HCTC to achieve common goals.		
<ul style="list-style-type: none"> Florida Tax Collectors, Inc. (FTC); FTC Coalitions for Public Information, Tourist Development, IT Property Taxes, Operational Information Sharing, Records Management City/County IT Coalition User Groups: RT Lawrence, Grant Street Group, System Innovators 		<ul style="list-style-type: none"> Legislation Best Practice Sharing

In 2009, HCTC formed a City/ County IT coalition with members from over 25 local government agencies with a goal of sharing technology resources across agencies to reduce costs. Membership in this and other collaborative coalitions ensure HCTC is sharing best practices, gathering data, discussing solutions to common problems, and presenting an organized front to the state agencies we serve. User groups comprised of other customers of our technology suppliers are also instrumental in identifying opportunities for innovation using existing resources.

Each year, HCTC is faced with legislation that impacts our operations, which we analyze in a comprehensive Environmental Scan conducted annually during our strategic planning process. Then, we address any legislative changes or mandates that impact our organization through action plans and lobbying to ensure our sustainability and success. In January 2010, the federally mandated Real ID Act became effective. Through the implementation of stricter requirements for customer identification, Real ID negatively impacts the overall HCTC customer experience including intake, wait times and cycle times, and rejection rates.

Strategic Context

HCTC’s challenges and advantages are shown in Figure 6. They are reviewed and updated annually during our strategic planning process.

Performance Improvement System

Performance improvement at HCTC has been driven by the Sterling/Baldrige Management System since 2004. HCTC has been an active participant in the Florida Governor’s Sterling Award Program since 2005. In 2008, HCTC received Sterling’s highest honor - the Governor’s Sterling Award. This is the state-level equivalent of the Malcolm Baldrige Nation Quality Award. In 2011, HCTC received the Governor’s Sterling Sustained Performance Excellence Award granted to past Governor’s Sterling Award winners who continue to be a role model organization. Also in 2011, we received the Excellence in Financial Operations Award, the highest honor a Florida Tax Collector can receive. To receive this award HCTC demonstrated the highest proficiency and expertise in the following areas: Innovation and Automation; a Perfect Annual Audit Report; Customer Focus; and Budgeting.

FIGURE 6 HCTC STRATEGIC CONTEXT	
Challenges	Advantages
<ul style="list-style-type: none"> • Unfunded, legislative mandates • State balances its budget at expense of local county government • Take-over of state Driver License services • Adverse legislation • Balancing workloads and re-allocating staff resources • Transition to new, integrated core systems • Keeping staff motivated and engaged with no increase in compensation • Decreased revenue as a result of declining property values • Communication • Loss of subject matter experts due to private sector employment and retirements • Turnover and training of new CSRs 	<ul style="list-style-type: none"> • Overall Public Perception of HCTC • Political position of Tax Collector, Doug Belden • Relationships with state and local government agency leaders • Technological resources • Progressive marketing, public education and outreach programs • Collaboration through user groups and coalitions • Team-based workforce • Process management and improvement • Ability to provide faster and better service • Agility in SPP ensures rapid response to change and/or new opportunities