



Annual Taxpayers Report

Fiscal Year 2021



As your elected Hillsborough County Tax Collector, I am committed to offering efficient and excellent services to you, your families, and your businesses. I made accessibility a top priority, especially during these extraordinary times. We have made many of our services available online and through registration renewal kiosks conveniently located throughout Hillsborough County.

We also took significant measures to keep our employees safe as they provided essential services to our community during a pandemic—installing plexiglass barriers and touchless access features.

In 2022, we expect significant growth in our county, and we are preparing to serve over 1.5 million next year. We believe our continued improvement in technology, cybersecurity, and accessibility will help us provide the excellent services expected from your Tax Collector.

Warm regards,

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In Above Photos:

Nancy C. Millan being sworn in as Tax Collector by friend and mentor Judge Ron Ficarrotta.

Nancy C. Millan and family at her swearing-in ceremony.

HERE TO SERVE YOU

Nancy C. Millan was elected as Hillsborough County Tax Collector in November of 2020, and is the first female and first person of Hispanic descent in Hillsborough County's history to serve as Tax Collector. Since taking office in January of 2021, Nancy has hit the ground running and has made improving customer service, accessibility, innovation, and office culture her main priorities.

The Hillsborough County Tax Collector's office collects and distributes local property, tangible, business, and tourist development taxes. In addition, as an agent for the Department of Highway Safety and Motor Vehicles, we provide motor vehicle titles and registrations, mobile home fees, road testing, and driver license issuance.



We also work with other state agencies to issue certified copies of Florida Birth Certificates, to provide Concealed Weapons Licenses, Vehicle for Hire Permits, and Hunting & Fishing licenses.

The fees collected are immediately distributed to the appropriate agency or municipality to fund vital services at the state and local levels.

In short, the Tax Collector's office is the face of customer service for both state and local governments.

The Tax Collector is a constitutional officer elected every four years in the presidential election cycle. The Florida Department of Revenue approves the annual budget. Cost-effective operations ensure the office delivers excellent customer service at the lowest possible cost to taxpayers. The Tax Collector's office earns commissions or fees for performing these services as established by the Florida Legislature and outlined in Florida Statutes. Fees and commissions earned by the Tax Collector's Office that exceed the office's annual budget are remitted to Hillsborough County to support County initiatives and programs.

SERVICES WE PROVIDE

-  Driver License & ID Cards
-  Motor Vehicles
(Titles & Registrations)
-  Boats & Mobile Homes
(Titles & Registrations)
-  Real Estate Property
Tax Payments
-  Tangible Personal Property
Tax Payments
-  Local Business Tax Payments
-  Vehicle for Hire Permits
-  Concealed Weapons Permits
-  Hunting & Fishing Licenses
-  Disabled Parking Permits
-  Tourist Development Tax Payments
-  Florida Birth Certificates

OUR PURPOSE

To consistently deliver amazing service experiences that empower our community, one customer at a time.

THE TAX COLLECTOR'S OFFICE **BY THE NUMBERS** | FY 2021



Collected \$2.4 Billion
in Revenue



Served 1.4 Million
Customers



Received over 600,000
Phone Calls



Processed 2.8 Million
Transactions

Total Commission & Fees: Descriptions	FY 2021 Actual	
	Amount	%
Property Tax	\$42,442,525	77.41%
Motor Vehicles	\$6,126,436	11.17%
Driver License	\$2,536,320	4.63%
Delinquent Commission (5%)	\$2,052,317	3.74%
Business Tax	\$383,513	0.70%
Tax Certificate Red/Tax Deeds/Adv	\$211,860	0.39%
Postage Cost Recovered	\$176,373	0.32%
Tourist Development	\$282,627	0.52%
Concealed Weapons Licenses	\$51,170	0.09%
Vehicles For Hire	\$137,885	0.25%
Interest	\$31,850	0.06%
Other Income	\$330,492	0.60%
Birth Certificates	\$37,213	0.07%
Tangible Warrant/Court/Del Fees	\$19,713	0.04%
Game and Fish	\$8,923	0.02%
Sales Tax	\$1,590	0.00%
Other Miscellaneous	\$901,463	1.64%
Total Commissions & Fees	\$54,830,807	100.00%

29,547

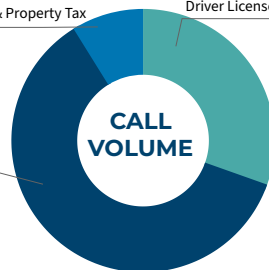
Local Business & Property Tax

101,518

Driver License/State ID

202,588

Motor Vehicles



**PROCESSED
OVER
2.8 MILLION
TRANSACTIONS
IN FY 2021**

DRIVER LICENSE
281,309

ALL OTHER
587,147

PROPERTY TAX
570,343

MOTOR VEHICLES
1,396,630



1.3M

CHANNELS OF COMMUNICATIONS

IN 2021, WE HAD OVER 3.6 MILLION INTERACTIONS WITH OUR CUSTOMERS



532K



752K



245K



694K

IN-PERSON

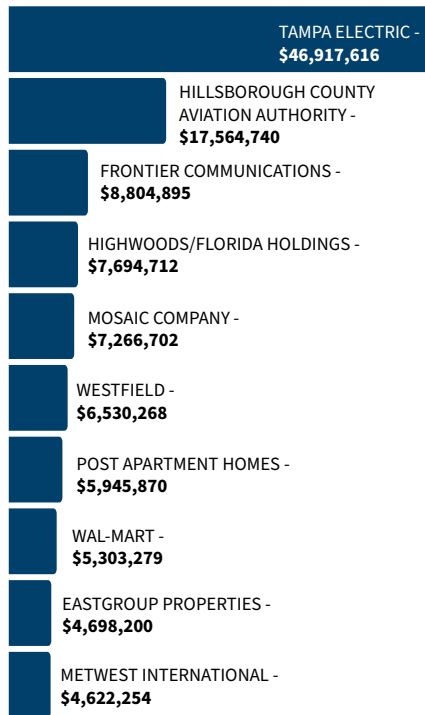
MAIL

ONLINE

ELECTRONIC TELEPHONE

WHO PAID?

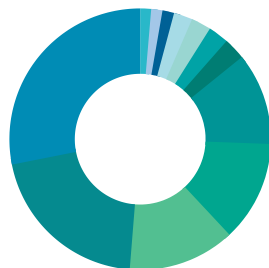
TOP TEN TAXPAYERS FOR FY 2021



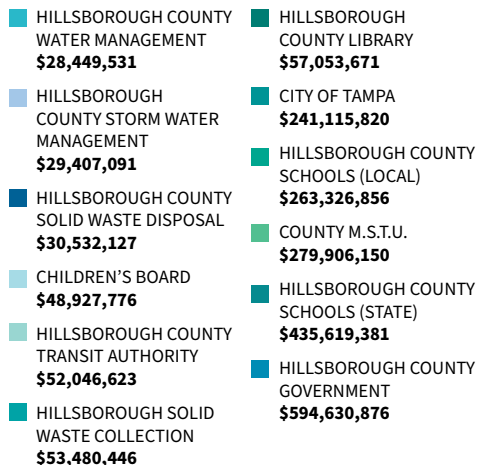
Over \$6M Revenue from the top 10 Taxpayers

WHERE DID IT GO?

TOP TEN DISTRIBUTIONS FOR FY 2021

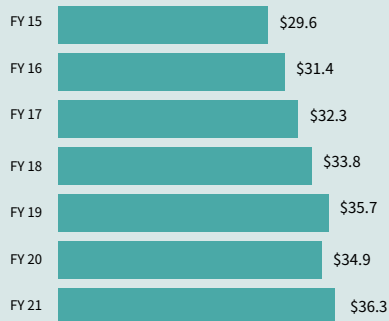


Distributions to the Top Ten Taxing Authorities: \$2.1 Billion



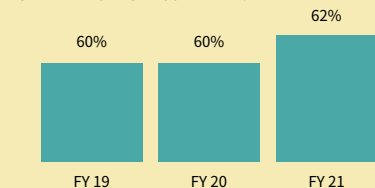
REVENUE PER POPULATION

REVENUE PER POPULATION FOR FISCAL YEAR



EXPENDITURE TO REVENUE RATIO

% OF EXPENDITURES AS COMPARED TO TOTAL REVENUE FOR FISCAL YEAR 2021



By keeping our expenditures low we can return more revenue back to local taxing authorities.

RECOGNIZING OUR **ACCOMPLISHMENTS** | FY 2021

COVID-19 certainly impacted our offices, creating challenges and opportunities. Agility in our processes allowed us to adapt quickly in response to the changing environment.



Pandemic Services Continuity Plan

We rapidly redeployed key staff and necessary equipment when mandatory closures occurred to ensure we continued to provide important information and essential services to our customers.



Service Delivery Enhancements

Following guidance from the Department of Health, we reduced lobby capacity and moved to an appointment-only service model to ensure the health and safety of our employees and customers.



CFX (Toll) Clearance Collection

We partnered with the Central Florida Expressway Authority (CFX) to improve the toll violation clearance process for our customers who are often

unaware of the registration stop until they attempt to renew and can't complete the transaction. Now we can offer a one-stop service experience.



Wait Anywhere

We launched a new system that allowed customers to “virtually” wait in line. This additional system allows customers to handle other businesses while their space in line is reserved.



Remote Driving Tests

We were the first Tax Collector in the State to deploy remote driving tests that eliminated the in-vehicle requirement for examiners. We conduct driving tests using cellphones and instruct testers on the maneuvers required to pass a driving test. Finding a way to administer driving tests early in the pandemic safely was critical for our customers.



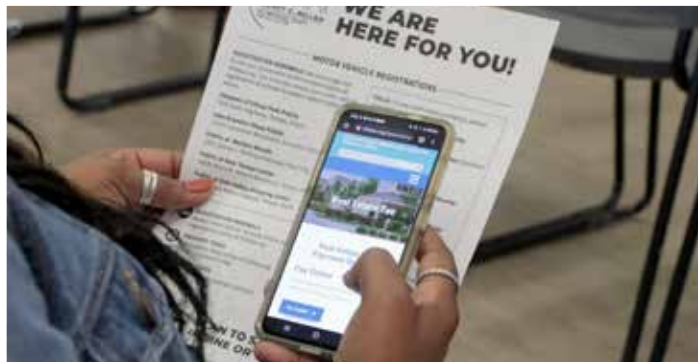
Installing plexiglass for employee & customer's safety



First in the state to deploy remote driving tests



Sending equipment home during pandemic for ad hoc team



We launched a virtual wait in line system for our customers



Our first virtual agent Sofie was hired this year



Our Call Center fielded over 600,000 calls last year



Collaborating with other government agencies



Investing in training for better customer service

STRATEGIZING FOR **THE FUTURE** | FY 2022 AND BEYOND

Our office provides essential services to over 1.4 million Hillsborough County residents each year. We must do all we can to earn and keep their trust. Our strategic goals are focused on our customers, first.



Enhance Customer Service Options

We look to bring additional service options by enhancing education and outreach initiatives, deploying additional online service channels, and increasing availability for in-person service.



Increase Phone Service Capacity

Leading up to the COVID-19 pandemic, our offices fielded an average of 30,000 calls per month. During the pandemic that number climbed to an average of 55,000 per month. We expanded the number of staff handling phone calls and implemented a call back feature that eliminates on hold or wait times.



Investing in Public Service

We are embarking on a comprehensive, organization-wide initiative to develop a renewed focus on providing the gold standard of customer service to our customers through a series of interactive exercises and training. Redefining what it means to be #teamHCTC, ensuring everyone is actively engaged in providing the vital services to our community.



Inter-Agency Partnerships

We are committed to strengthening inter-agency collaboration to promote more effective and efficient government services for the residents of Hillsborough County. Our goal is to become a one-stop-shop by expediting the flow of information which will enhance service for our customers.

IMPACTING OUR COMMUNITY | FY 2021

From school supplies to organ donation, the pandemic didn't prevent our team from supporting our community.



We promoted the importance of registering as an organ donor with our partners **Donate Life Florida**, by encouraging registration when customers get or renew their driver licenses.



We joined **Hillsborough Education Foundation** for their annual school supply drive that supports teachers and students all year long. Our team collected three pallets of supplies and raised over \$3,000 in gift cards.



We raised \$15,850 through in-office fundraising events for the annual Miles for Moffitt walk for **Moffitt Cancer Center**.



We held our annual food drive and collected toys and gifts for **Metropolitan Ministries**, a local non-profit offering comprehensive services for at-risk and homeless families.

computerMentors



We donated 200 surplus computer hard drives to **Computer Mentors** that serves youth through mentoring and educational opportunities.



We helped pack food boxes for local families in need at **Feeding Tampa Bay**.



We launched a new partnership with the **Crisis Center of Tampa Bay** to bring awareness of its mental health services to our employees and customers.



We partnered with the **Department of Health** to provide COVID-19 vaccination pop-ups for our employees and customers at several Tax Collector offices located across the county.



School supply drive for **Hillsborough Education Foundation**



200 hard drives loaded for donation to **Computer Mentors**



Team members helping to register donors for **Donate Life**



Food and toy drive for **Metropolitan Ministries**



Celebrating Diversity & Inclusion in the Tampa Pride Parade



Tax Collector Nancy Millan visiting a special district meeting



Speaking to the Plant City Chamber of Commerce



Joining Leadership Hillsborough for Government Day

LISTENING TO **OUR COMMUNITY** | FY 2021

Our team joined town halls, visited homeowner associations and other community events to help educate the public on our services as well as listening to their concerns and needs.



Town Halls

Tax Collector, Nancy Millan, and members of her team joined county commissioners at town halls across the county to spread the word of our services and locations.



Homeowner Associations

As part of her campaign promise for accessibility, Tax Collector Nancy Millan and members of our team extended invitations to the homeowners associations and special districts across the county for our team to visit during their monthly meetings to update and inform their members.



Community Events

We joined several other community and governmental organizations in the community to show our support and to use opportunity to continue to educate the public.

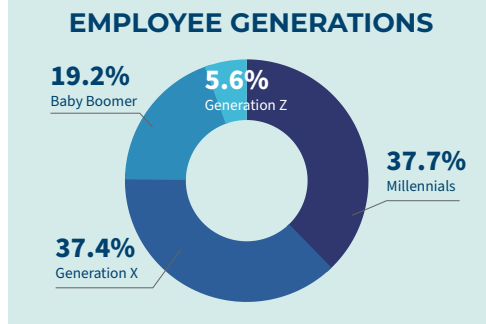
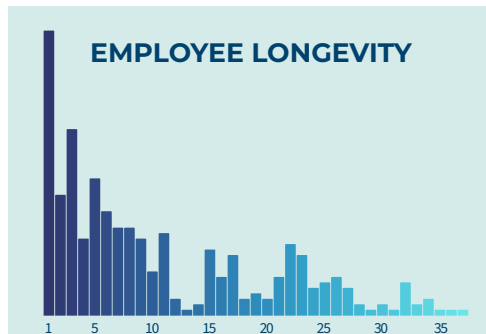
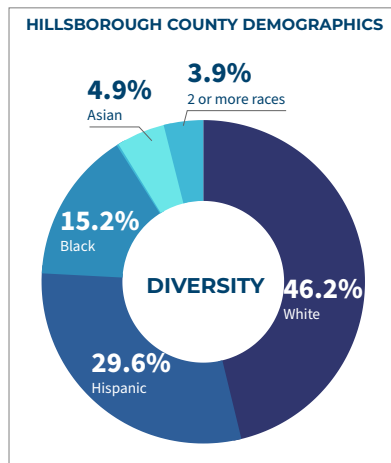
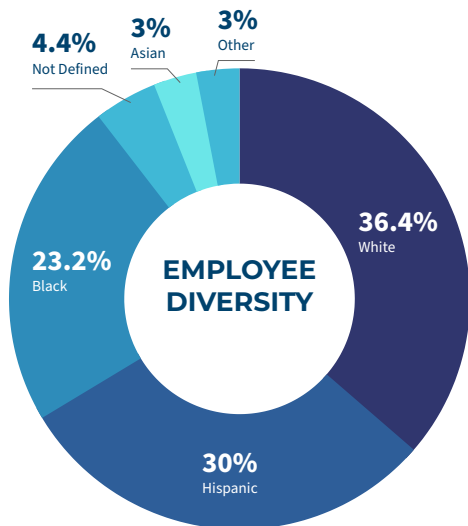


Board of County Commissioners

Tax Collector, Nancy Millan, spoke in front of the Board of County Commissioners on behalf of her constituents on issues related to property taxes and potential predatory lending.

CELEBRATING **OUR TEAM** | FY 2021

Our team is a mirror reflection of the community we serve. We are proud of our diversity and celebrate both our tenured employees just as much as we do our future leaders.





Celebrating Juneteenth



Showing our Lightning Pride for our home team



Recognizing our team during Customer Service Week



Supporting our local NFL team, the Tampa Bay Buccaneers



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