

2023 Taxpayers Annual Report



Helping Create a Thriving Community





A MESSAGE FROM YOUR TAX COLLECTOR, NANCY C. MILLAN

As your Tax Collector, I am pleased to share with you our 2023 Annual Taxpayer Report that highlights our accomplishments, our results, and our priorities for the future.

Since I took office in 2021, I have been committed to finding solutions to enhance your experience with our office, to ensure fiscal transparency and accountability, to protect your data and information, and to increase our outreach and education about our services to the communities we serve.

I hope you find the information in this report valuable and insightful. Should you have any questions or need to reach me, please email me at millan@hillstax.org. You can also visit our website at hillstax.org and follow us on social media for important updates.

I greatly appreciate the trust and confidence you have in me and our organization.



About the Office of Tax Collector

In the state of Florida, the elected position of County Tax Collector is a constitutional officer outlined in Article VIII of the Florida Constitution. The primary responsibility of Tax Collectors is to collect and distribute local property taxes to fund vital services such as schools, roads, cities, and parks as well as provide state services at the local level as outlined in Florida Statute. Tax Collectors in the state of Florida are elected to serve every four years in the presidential election year.

SENIOR LEADERSHIP TEAM

NANCY MILLAN HILLSBOROUGH COUNTY TAX COLLECTOR

JENNIFER CASTRO
CHIEF DEPUTY TAX COLLECTOR

DAWN ANTINORI DIRECTOR, QUALITY MANAGEMENT

DEBRA BELLANTI
DIRECTOR, COMMUNICATIONS
& COMMUNITY RELATIONS

TINA DECAIRE DIRECTOR, HUMAN RESOURCES

DALE HOFFMAN
DIRECTOR, FACILITIES &
SUPPORT OPERATIONS

JOE KYNION DIRECTOR, INFORMATION TECHNOLOGY

CHARLOTTE LUKE DIRECTOR, PROCESSING OPERATIONS

EMERALD PARKER (NOT PICTURED) DIRECTOR, PROCESSING OPERATIONS

BERNICE RICHARDSON INTERIM DIRECTOR, BRANCH OPERATIONS

JUSTYNA SWIEBOCKI DIRECTOR, FINANCE & ACCOUNTING

PRESTON TRIGG
DIRECTOR, SPECIAL PROJECTS

HERE TO SERVE YOU

The Hillsborough County Tax Collector's Office is responsible for collecting and distributing local property, tangible, business, and tourist development taxes. In addition, as an agent for the Florida Department of Highway Safety and Motor Vehicles, we provide motor vehicle, vessel and mobile home titles and registrations, issue disabled parking permits, issue driver licenses and ID cards, and administer written tests and road tests. We also collect tolls and clear toll violations as part of motor vehicle transactions.

Additionally, we partner with other state and local government agencies to issue certified copies of Florida birth certificates and to provide concealed weapons permits, vehicle for hire permits, and hunting and fishing licenses.

The taxes and fees we collect are distributed in accordance with Florida Statute to the appropriate agency or municipality to fund vital services at the state and local levels.







Real Estate Property
Tax Payments

Tangible Personal Property
Tax Payments

!! Local Business Tax Payments

Vehicle for Hire Permits

Concealed Weapon Permits

Hunting & Fishing Licenses

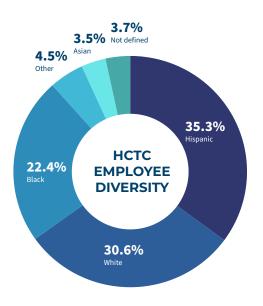
Disabled Parking Permits

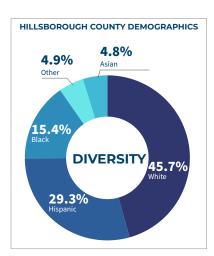
Tourist Development Tax Payments

Florida Birth Certificates

CELEBRATING OUR TEAM | FY 2023

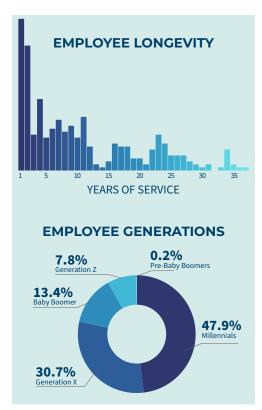
Our team at the Hillsborough County Tax Collector's Office reflects the diversity of the community we serve. We are very proud of our team and the service they provide to our customers. We strive to provide our team with meaningful development opportunities to grow future leaders of the Tax Collector's Office.











THE TAX COLLECTOR'S OFFICE BY THE NUMBERS | FY 2023



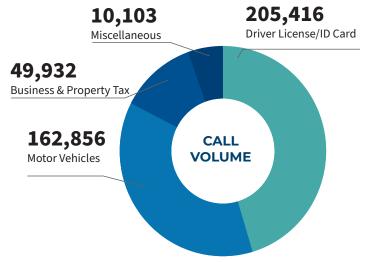






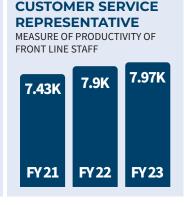
TRANSACTIONS & COLLECTIONS

SERVICE	TRANSACTIONS	COLLECTIONS		
Birth Certificate	8,376	\$152,900.24		
Business Tax	59,444	\$2,692,277.47		
Concealed Weapon License	1,606	\$155,107.00		
Driver License	295,241	\$14,678,460.35		
Hunting & Fishing	2,035	\$113,179.50		
Miscellaneous	1,114	\$1,195,426.16		
Motor Vehicle	1,396,935	\$110,398,855.14		
Property Tax	575,516	\$2,978,939,132.39		
Toll Violations	20,200	\$1,006,266.82		
Tourist Tax	5,184	\$66,020,256.53		
Vehicle for Hire	1,780	\$283,635.00		
Totals	2,367,431	\$3,175,635,496.60		









TRANSACTIONS PER

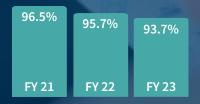


CUSTOMER SATISFACTION | FY 2023

We take great pride in delivering amazing service to our customers.

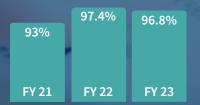
IN-PERSON CUSTOMER SATISFACTION

BASED ON 113K SURVEY RESPONSES IN FY23



CALL CENTER SATISFACTION

BASED ON 39K SURVEY RESPONSES IN FY23



94.5%

FY23 OVERALL CUSTOMER SATISFACTION RATING (BASED ON EXCELLENT & VERY GOOD RATINGS)

SURVEY RESPONSES

89%
OF OUR CUSTOMERS RATED OUR SERVICE AS EXCELLENT IN FY23

^{*} Includes transactions processed, correspondence, corrections, and customer phone calls

WHO PAID?

TOTAL LEVIED ON TOP 10 TAXPAYERS FOR FY 2023

TAMPA ELECTRIC -\$54,912,021 HILLSBOROUGH COUNTY AVIATION AUTHORITY - \$20,108,837

HIGHWOODS/FLORIDA HOLDINGS -

\$8,885,690

POST APARTMENT HOMES - \$7,933,080

MOSAIC COMPANY - \$7,827,608

AMAZON -\$7,597,181

EAST GROUP PROPERTIES -

\$5,978,122

WALMART -\$5,892,118

FRONTIER COMMUNICATIONS - \$5,788,504

METWEST INTERNATIONAL - \$5,025,085

TAX COLLECTOR REVENUE EARNED

COMMISSIONS & FEES

DESCRIPTIONS	AMOUNT	%
Property Tax Commissions	\$51,361,710.41	77.28%
Motor Vehicle Fees	\$6,223,284.48	9.36%
Driver License Fees	\$2,815,474.60	4.24%
Delinquent Commissions (5%)	\$2,772,114.02	4.17%
Interest Earnings - Investments	\$1,292,869.82	1.95%
Business Tax Fees	\$527,178.70	0.79%
Tourist Development Tax Commissions	\$494,798.72	0.74%
Postage Costs Recovered	\$208,814.60	0.31%
Other Income - General Fund	\$187,540.79	0.28%
Vehicle For Hire Fees	\$170,181.00	0.26%
Tax Certificate Redemption	\$103,918.75	0.16%
Tax Deed Application Fees	\$68,925.00	0.10%
Other Income - Tax and License	\$42,821.75	0.06%
Birth Certificate Fees	\$42,414.00	0.06%
Other Income - Motor Vehicle Fund	\$42,185.14	0.06%
Concealed Weapons License	\$29,442.00	0.04%
Advertising Cost Fees	\$26,242.75	0.04%
Tangible Court Fees	\$17,504.98	0.03%
Tourism Marketing District	\$11,899.91	0.02%
Tangible Warrant Fees	\$8,372.16	0.01%
Game and Fish License Fees	\$6,652.00	0.01%
Interest Earnings	\$3,545.89	0.01%
Sales Tax Fees	\$1,560.00	0.00%
Total Commissions & Fees	\$66,459,451.47	100%

WHERE DID IT GO?

TOP TEN DISTRIBUTIONS FOR FY 2023

- COUNTY SCHOOLS \$830,698,052
- COUNTY OPERATING \$741,106,745
- COUNTY M.S.T.U. \$345,649,240
- CITY OF TAMPA
- \$301,750,421

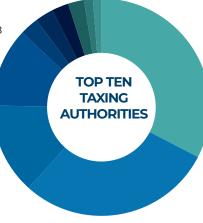
 LIBRARY SERVICE

\$70,796,353 HILLSBOROUGH COUNTY

■ SOLID WASTE COLLECTION \$70,207,499

HILLSBOROUGH COUNTY

- TRANSIT AUTHORITY \$64,670,708
 - CHILDRENS BOARD
- \$60,890,348 COUNTY SOLID WASTE
- DISPOSAL \$34,254,000 COUNTY STORMWATER
- MANAGEMENT \$32,393,030



PROPERTY TAX COLLECTION

Property taxes are collected in arrears. For the 2022 tax year (collected in FY 2023), we collected over \$2.9 billion in property taxes and fees. This revenue was distributed to the taxing authorities to fund vital county and municipal services including but not limited to schools, fire departments, social services, libraries, and parks.

EXCESS FEES

TOTAL EXCESS FEES RETURNED TO HILLSBOROUGH COUNTY



FISCAL ACCOUNTABILITY PERFECT FINANCIAL AUDIT

PERFECT FINANCIAL AUDIT FOR FY 2022 AND 2023



WHAT ARE EXCESS FEES?

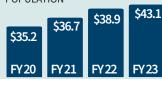
The Tax Collector's Office is fee-based. We operate directly from the fees and commissions we earn on the service transactions we provide, as outlined in Florida Statute. Our budget is approved by the Florida Department of Revenue and any commissions and fees earned that exceed our required operating budget are returned to Hillsborough County each year as excess fees.

EXPENDITURE TO REVENUE RATIO % OF EXPENDITURES AS COMPARED TO TOTAL REVENUE



REVENUE PER POPULATION

REVENUE/ESTIMATED COUNTY POPULATION



OUR CULTURE

In order to be a high performing organization, we must define who we are, why we exist, and who we are when we are at our best.

Our culture lives in the collective hearts and habits of each one of our team members and their shared perception of "how things are done around here at the Tax Collector's Office."

Cultural transformation takes a commitment from all levels of the organization. Our team has made it a top priority to integrate our culture and values into every aspect of our work and do the right thing, even when no one is watching. We also take the time to celebrate and acknowledge our successes.

HCTC team culture emphasizes teamwork, where we all share in each other's successes and failures.

OUR MISSION

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

OUR VISION

To lead in convenient and accessible services.

OUR CULTURE

<u>H</u>elping <u>C</u>reate a <u>T</u>hriving <u>C</u>ommunity

OUR VALUES

We do the right thing. We go the extra mile. We are innovators. We are #TeamHCTC.

Back to the Basics Training

To ensure that our team members have the tools they need to consistently deliver amazing service to our customers, we deployed "Back to Basics" customer service training to our customer facing teams. This training focused on reinforcing the elements of delivering exceptional service, including consistent, friendly and helpful greetings and closings when interacting with customers, how to make customers feel valued and heard, and how to go the extra mile to serve. All new members of Team HCTC receive this training during new hire orientation, setting the expectation from the start of their employment related to how we serve our customers.

Recognizing our Team

Recognizing our team members for a job well done is critical to our mission. At HCTC, we have established several reward and recognition programs to recognize our highest performers, teamwork, excellent service, and longevity with our organization. We also implemented a skill-based pay incentive program to reward and retain team members for having skills and credentials that support our mission and help the Tax Collector's Office be successful. Customer facing team members that speak a frequently used second language, or other team members that have earned an advanced degree or job-related certification qualify for this incentive program. This is just one small way we can recognize our team for the work they do to serve our community and highlight the hard work, dedication, and contributions that each team member brings to our organization.

Top Workplaces Awards

For the second year in a row, the Hillsborough County Tax Collector's Office has earned national recognition for our work culture. In 2022 and 2023, the Tax Collector's Office was awarded Top Workplaces National Culture Excellence Awards for diversity and inclusion and exemplary leadership as a women-led organization. The award is based on employee feedback measuring 24 markers of employee satisfaction compared to other organizations nationwide. The Hillsborough County Tax Collector ranked in the top 5% in 5 categories: trusted leader, strong values, open-minded, innovation and company direction.



IMPACTING **OUR COMMUNITY** | FY 2023

We strive to increase public knowledge about the range of services we provide through our outreach campaigns. Additionally, #TeamHCTC is delighted to contribute to the betterment of the community we serve.



Internships & Job Fairs

We continued our partnership with **Cristo** Rey Tampa Salesian High School to offer internships at the Tax Collector's Office, providing students with real-world job experience and learning opportunities.

We also continued our partnership with the **Future Career Academy** and participated in their job fairs to educate high school students on potential careers with the Tax Collector's Office. These are excellent programs we are proud to be a part of that can also lead to future career opportunities with our office.



Kids Tag Art

Our Kids Tag Art program in Hillsborough County continues to grow with more schools each year. In the 2022-2023 school



year, we raised over \$35,000 with \$800

distributed to each participating school to support their art program. You can support this amazing program by visiting The Kids Tag Art online store on our website at hillstax.org/shop.



Lion's World Vision Institute

We partnered once again with the **Lion's** World Vision Institute to bring the Glazer **Vision Foundation Mobile Vision Clinic** to our branches in June 2023. The mobile vision clinic saw 33 children. 19 needed and

received glasses, and 20 were referred to a doctor for more testing.



Florida Alliance to End Human Trafficking

Human trafficking remains a pressing issue in Florida and across the nation. In 2023, our team successfully completed the Human Trafficking Training program led by Florida Attorney General Ashley

Moody. With an unwavering commitment to public service and social responsibility, every single team member of the Tax Collector's Office has participated in the comprehensive training, propelling the organization into the Attorney General's esteemed "100 Percent Club."





We promoted the importance of registering as an organ donor with our partners

Donate Life Florida, by encouraging registration when customers obtain or renew their driver licenses. The team also raised over \$5,100 for the organization. Our Downtown office was recognized as the Top Performing Office, saving lives, one driver license at a time!



We joined Hillsborough **Education Foundation**

for their annual school supply drive that supports teachers and students all year long. Our team had a 71% participation rate, and we collected over 27,000 items for our schools.



We held our annual food METROPOLITAN drive and collected toys and gifts for **Metropolitan**

Ministries, a local non-profit offering comprehensive services for at-risk and homeless families. We donated **over** 3,450 items.



Our 75-member volunteer team spent nine hours, over three Saturdays to

help pack food boxes for local families in need at Feeding Tampa Bay. We sorted enough goods for disturibution of 30,975 meals.



Paint Your Heart Out Tampa is a oneday volunteer effort

to paint the homes of low income. elderly residents of Tampa. This year, we organized two teams totaling **38 volunteers** to participate for the event. Painting two homes! The team was thrilled to serve their community and the homeowners were extremely grateful!

RECOGNIZING OUR **ACCOMPLISHMENTS** | FY 2023

Our mission at the Tax Collector's Office is to consistently deliver amazing service experiences that empower our community, one customer at a time. Below are just a few of the key initiatives we completed in 2023 to ensure we meet our mission.

CUSTOMER SERVICE IMPROVEMENTS



North Tampa Expansion

We expanded our North Tampa office, adding 5,000 square feet. This expansion provides more lobby space and additional customer service windows.



County Center Express Center

Our new Express Center located on the first floor of the County Center building in Downtown Tampa provides convenient access to all our services, including a registration

renewal kiosk, self-service stations, and express transaction processing. The Hillsborough County Property Appraiser also has a kiosk available at the center with access to homestead exemption filing and property searches.



Expansion of Driver License Services

With the influx of new residents moving to Hillsborough County, we made several enhancements to driver license services to meet

the growing demand. In 2023, we extended driver license service hours from 3:30 to 4:30, resumed in vehicle driving tests, made driving tests available to Hillsborough residents only and allocated additional staff resources to administer tests. As a result, we have increased our capacity to serve and doubled the number of driving tests administered to approximately 200 daily.

INNOVATION IN SERVICE DELIVERY



Bridging Communication Gap

To make communication more accessible and to meet people where they are, we introduced Pocketalk, a two-way translation device supporting 82 languages, helping

us connect seamlessly with our diverse community. It recognizes and translates written words, streamlining document processing and eliminating the need for multiple office visits due to language barriers. Our office was the first in the state to implement this technology, and 13 other counties and counting have followed suit.



Virtual Agents

To more efficiently reallocate staff resources based on service demands, we added virtual agent work stations in three locations where team members can call

customers to the counter remotely from our contact center to complete customer transactions.



Mobile Ticketing System

We deployed a new mobile ticket queueing system to assist us in serving more customers at our branch offices. Customers can now scan a QR Code specific to their

location to secure a place in line for service and wait where they like without making an appointment.



AI Chatbot Enhancements

We made several enhancements to our artificial intelligence chatbot, Sofie, to assist online customers. Sofie can now help customers make an appointment, estimate the fee to

register their vehicle, and take them to the payment portal to complete transactions. To date, Sofie has answered over 350,000 questions, with a cost savings of \$732,046 based on industry standards.

LISTENING TO **OUR COMMUNITY** | FY 2023

Throughout this year, Tax Collector Nancy Millan and her team members have been actively reaching out to the community and educating them about the services we provide. We participated in townhalls with other government organizations and conducted presentations for more homeowners associations and special districts. These events aimed to provide information about our services while also gathering feedback from the community on how the Tax Collector's Office can improve.



Government Day Nancy Millan joined other constitutionals for Leadership Hillsborough - Government Day



SCORE WORKSHOP HCTC Team presenting information on taxes and licenses to a SCORE workshop



Property Tax Workshop Tax Collector's Office hosted a workshop The Tax Collector's Office hosted on property taxes for realtors and title companies



Special Events Student Saturday events for students to get their permits or driver licenses

COLLABORATING WITH **COMMUNITY LEADERS**

The Hillsborough County Tax Collector's Office is committed to providing the highest level of customer service and actively seeks input from our customers and business partners. To acheive this goal, a new Community Advisory Board was created in 2023 to:

- **Engage** with some of our business customers and community partners to gather feedback about services.
- Gain new insights and advice to address business challenges and explore new opportunities.
- **Provide strategic opinions** on specific aspects of the organization's processes.
- Improve specific areas of business and establish strategies for general improvement.



Our initial meeting consisted of an overview of our services, gave opportunities to provide feedback on our services and accessibility, and areas to improve. Below are a few of the opportunities we discussed:

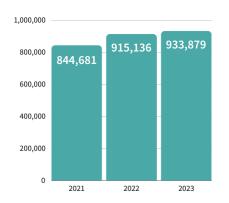
- Expansion of services to underserved areas
- Expansion of kiosk services
- Additional education and outreach opportunities
- Process improvements for fleet customers

DEDICATED TO SERVING YOU

As Hillsborough County continues to grow, the Tax Collector's Office seeks innovative and convenient ways to serve our community. Registration renewal kiosks - located in Tax Collector offices and select Publix locations - continue to grow. In reference to the graphs below, the transaction types fluctuate from year to year. For Fiscal Year 2023, although we saw a slight decrease in in-person transactions, our number of branch customers that walked through our doors for service continues to increase annually. We are actively working to add kiosks to other areas and for additional services. In addition, we are continuously seeking opportunities to provide more online services with same day pick up options and express services, another convenience for the customers we serve.

BRANCH CUSTOMERS SERVED

EXCLUDES BRANCH KIOSK CUSTOMERS



INCREASE IN TRANSACTIONS BY TYPE

OVER PREVIOUS YEAR

TRANSACTION TYPE	FY 2023	
Mail	-7.5%	
Online	4.66%	
Electronic	5.05%	
In-Person	-2.91%	
Publix Kiosk	52.58%	



FISCAL ACCOUNTABILITY

Ensuring fiscal accountability is one of our top strategic priorities, which is critical to the successful operation of the Tax Collector's Office. We take pride in being excellent stewards of taxpayer dollars, ensuring that we meet all legal requirements and complete collections and distributions timely with the highest accuracy. **Our team proudly completes 100% of distributions on time**, ensuring that the taxing authorities receive funding to operate without delay.

Our office provides taxpayers with the best possible service at the lowest cost. The commissions and fees we earn, as per statute, exceed our operating expenses. Since 2021, we have returned over \$64 million in excess fees to Hillsborough County to support schools, libraries, and other essential services.



We are proud to have received another **perfect financial audit in 2023**. We have continued the Tax Collector's long-term trend of sound financial and management practices for over two decades with audits free of findings.

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eceived two

As a result of our focus on fiscal accountability, we received two top honors from the Florida Tax Collectors' Association in 2023.

The **Legacy Award** was granted based on a comprehensive review of our financial records, customer focus, innovation, business practices, and budgeting.

We also received the **Certificate of Merit** for a clean audit without any findings.

STRATEGIZING FOR THE **FUTURE** | RE-IMAGINING SERVICE DELIVERY

To promote high performance and achieve our mission and vision to deliver amazing service experiences and lead in accessibility and convenience, we have several key initiatives and projects to enhance service delivery planned for 2024 and beyond:



Bringing Services to the Community with Mobile Units which will allow us to bring motor vehicle and driver license services to the community, making these services more accessible to all residents. We will be among the first Tax Collector in the state to pilot mobile units through the Florida Department of Highway Safety and Motor Vehicles.



Self-Service Stations in branch office lobbies will be added in more offices so customers can complete pre-work before they get to the customer service counter for a faster service experience. Other government services such as links to file homestead exemption or pay a traffic ticket will also be added to the stations.



Expanding Online Services to include the addition of disabled parking permits online as well as exploring other opportunities to complete required forms online before visiting an office for a faster service experience.



Lockboxes with 24/7 access to contactless drop off and pick up that will allow dealers and title service customers to both drop off and pick up their paperwork for processing title transactions 24/7 at our Brandon and North Tampa offices. This process will result in saving time and creating a more efficient process to reduce wait times in our offices.



Title Express. We are expanding our Express Lane services to allow customers the option to request a printed copy of their electronic title online from the comfort of their home and pick it up at an office of their choosing the same day. This option allows customers to skip the line and avoid waiting for in-person service for this transaction.



Podcasts to answer frequently asked questions and engage with our community. Tax Collector Nancy Millan has partnered with local talent to produce podcasts in both English and Spanish, allowing unique opportunites to connect with our customers and provide valuable information about our services.



Supporting Our Military by expanding our outreach efforts to provide resources via kiosks, office space, and other opportunites to our active and retired military service members. We are seeking opportunites at MacDill Air Force Base, Veterans Outreach Initiatives, and more.



Expanding Tax Collector Footprint in Hillsborough by seeking opportunities to offer additional resources and services in our community. We are specifically researching areas in New Tampa and Northwest and Southeast Hillsborough County to provide access to services for our growing population.









































OFFICE HOURS:

M/T/TH/F 8:00 AM - 5:00 PM W 9:00 AM - 5:00 PM

DRIVER LICENSE SERVICES:

M/T/TH/F 8:00 AM - 4:30 PM W 9:00 AM - 4:30 PM

LOCATIONS:

AAA/WESTSHORE*

1701 N WESTSHORE BLVD. (*NO DRIVER LICENSE SERVICES)

BRANDON

3030 N FALKENBURG RD

DOWNTOWN

601 E KENNEDY BLVD, 14TH FLOOR

DREW PARK

4100 W DR. MLK, JR. BLVD.

EAST TAMPA*

2814 E HILLSBOROUGH AVE. (*DRIVER LICENSE & VEHICLE FOR HIRE ONLY)

NORTH TAMPA

3011 UNIVERSITY CENTER DR.

PLANT CITY

4706 SYDNEY RD., PLANT CITY

SOUTHSHORE

406 30TH ST. SOUTHEAST, RUSKIN



STAY CONNECTED WITH US!

HILLSTAX.ORG | 813.635.5200









