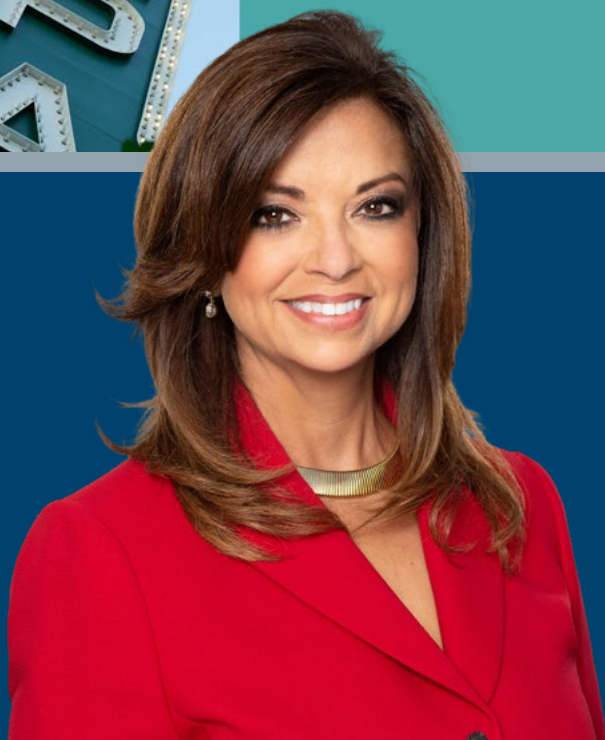
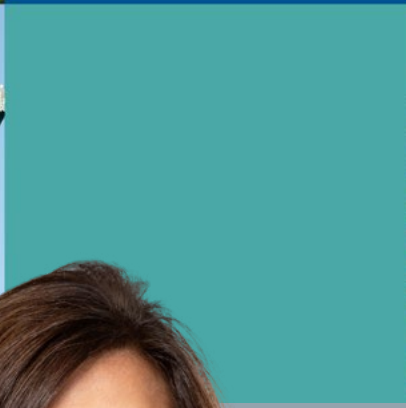




2022 ANNUAL TAXPAYERS REPORT



PREPARED FOR
The Taxpayers of Hillsborough County

PREPARED BY
Nancy C. Millan
Hillsborough County Tax Collector



HILLSBOROUGH COUNTY TAX COLLECTOR
NANCY C. MILLAN AND SENIOR LEADERSHIP TEAM

A MESSAGE FROM YOUR TAX COLLECTOR, NANCY C. MILLAN

I have been proud to serve as your Hillsborough County Tax Collector since being elected in November 2020 and taking office in January 2021. I have worked for the Hillsborough County Tax Collector’s Office for over 30 years in various roles prior to being elected, and it is my honor to serve the taxpayers of this county each and every day. As your Tax Collector, I am focused on increasing accessibility, expanding online and virtual services, ensuring fiscal accountability, protecting your data and information, enhancing community outreach, and creating a positive, convenient service experience for the residents of Hillsborough County.

I am pleased to present to you this 2022 Annual Taxpayer Report to share with you our accomplishments, our results, and our priorities for the future. 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. My team and I look forward to continuing to serve you for many years to come.



Warm Regards,

Nancy C. Millan

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 on behalf of the state to fund vital services such as schools, roads, cities, and parks as well as provide other state services at the local level as outlined in Florida Statute. Tax Collectors 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
- DALE HOFFMAN**
DIRECTOR, BRANCH OPERATIONS
- BERNICE RICHARDSON**
ASSISTANT DIRECTOR, BRANCH OPERATIONS
- CHARLOTTE LUKE**
DIRECTOR, PROCESSING OPERATIONS
- JOE KYNION**
DIRECTOR, INFORMATION TECHNOLOGY
- JUSTYNA SWIEBOCKI**
DIRECTOR, FINANCE & ACCOUNTING
- DAWN ANTINORI**
DIRECTOR, QUALITY MANAGEMENT
- TINA DECAIRE**
DIRECTOR, HUMAN RESOURCES
- DEBRA BELLANTI**
DIRECTOR, COMMUNICATIONS & COMMUNITY RELATIONS
- 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.

-  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 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

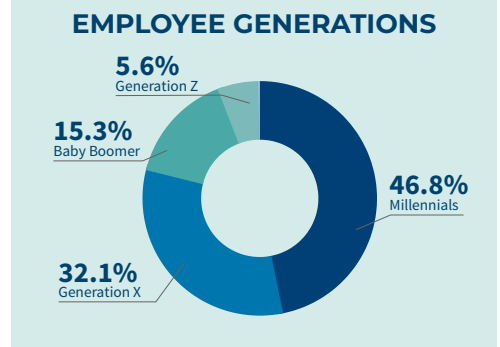
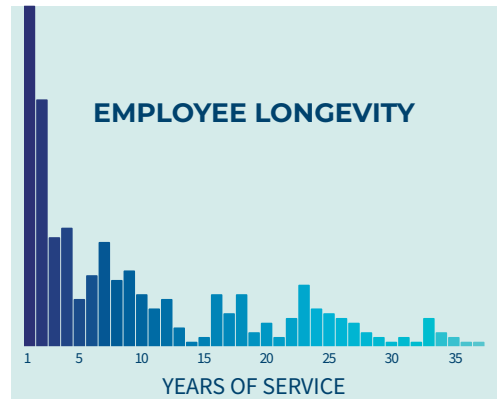
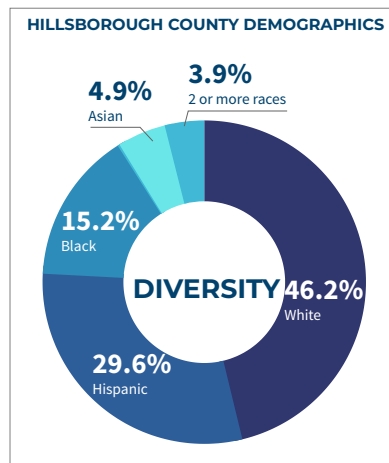
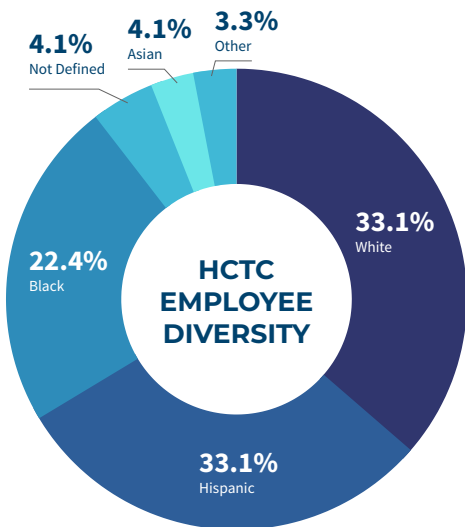
Helping Create a Thriving Community

OUR CULTURE

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

CELEBRATING OUR TEAM | FY 2022

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.



THE TAX COLLECTOR'S OFFICE BY THE NUMBERS | FY 2022

Over \$2.8B collected in Revenue

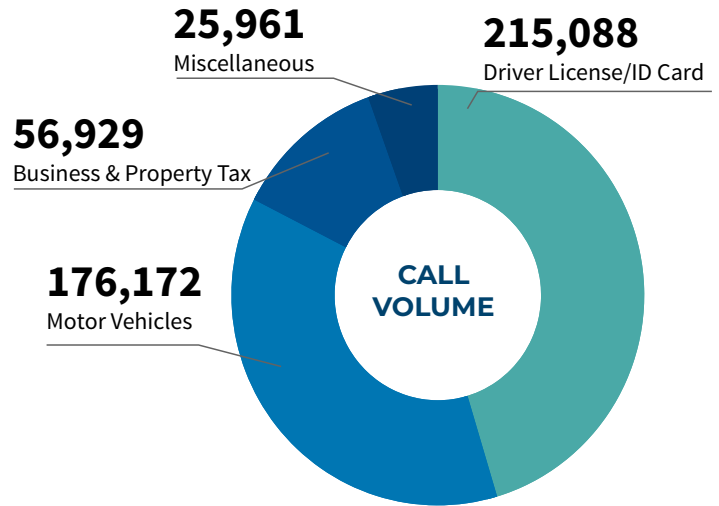
Served 915,136 Branch Customers

Received 474,150 Phone Calls

Processed over 2.3M Transactions

TRANSACTIONS & COLLECTIONS

SERVICE	TRANSACTIONS	COLLECTIONS
Birth Certificate	7,811	\$103,110.00
Business Tax	58,026	\$2,615,276.39
Concealed Weapons License	1,996	\$177,624.00
Driver License	301,780	\$15,310,837.72
Hunting & Fishing	2,311	\$133,430.50
Miscellaneous	816	\$1,039,084.63
Motor Vehicle	1,384,171	\$109,846,687.22
Property Tax	564,146	\$2,634,543,507.60
Toll Violations	16,664	\$843,119.59
Tourist Tax	4,914	\$57,864,248.61
Vehicle for Hire	1,224	\$222,372.50
Totals	2,343,859	\$2,822,699,298.76



ONLINE PRESENCE

INTERACTIONS WITH OUR CUSTOMERS ONLINE

ONLINE

760K

ELECTRONIC

372K

SOFIE (AI)

123K

SOCIAL MEDIA

OUR REACH IN FY 22 WAS OVER 6,000 ON OUR SOCIAL MEDIA CHANNELS AND WE RESPONDED TO OVER 1,400 MESSAGES.

PAYMENTS RECEIVED BY MAIL

IN FY 22

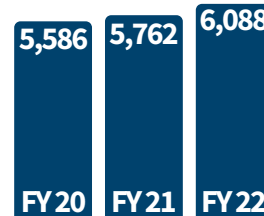
665K
MAIL

96%

OF MAIL PAYMENTS WERE PROCESSED THE SAME DAY AS RECEIVED IN FY22!

TRANSACTIONS PER FULL TIME EMPLOYEE

YEAR-OVER-YEAR MEASURE OF EFFICIENCY



INCREASE IN TRANSACTIONS BY TYPE

OVER PREVIOUS YEAR

TRANSACTION TYPE	FY 2022
Mail	36%
Online	1%
Electronic	7%
In-Person	4%
Kiosk	21%

UTILIZING ARTIFICIAL INTELLIGENCE (AI)

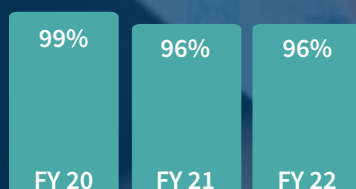
Have you met Sofie? She is our AI chatbot that serves our online customers with transactions and questions about our office. She can also provide an estimate on your vehicle registration.

CUSTOMER SATISFACTION | FY 2022

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

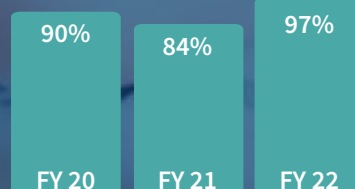
IN-PERSON CUSTOMER SATISFACTION

BASED ON 152K SURVEY RESPONSES IN FY22



CALL CENTER CUSTOMER SATISFACTION

BASED ON 44K SURVEY RESPONSES IN FY22



96%

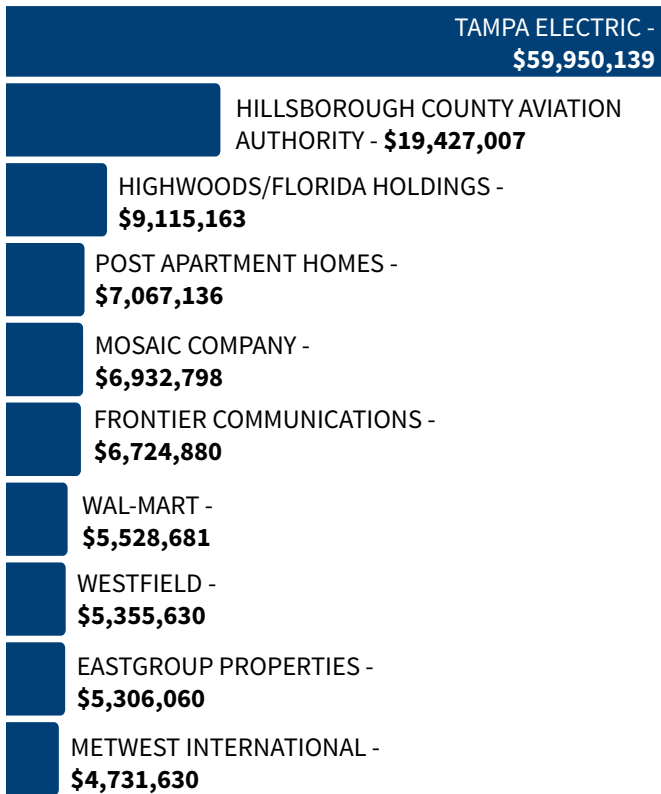
FY22 OVERALL CUSTOMER SATISFACTION RATING (BASED ON EXCELLENT & VERY GOOD RATINGS)

90.5%

OF OUR CUSTOMERS RATED OUR SERVICE AS EXCELLENT IN FY22

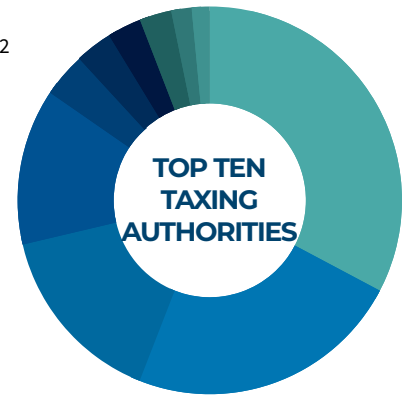
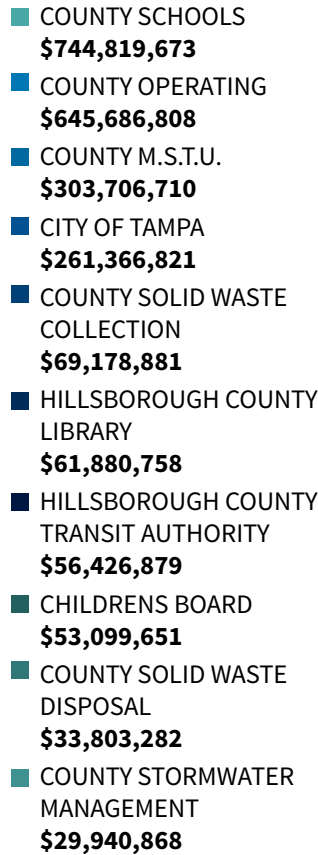
WHO PAID?

TOTAL LEVIED ON TOP 10 TAXPAYERS FOR FY 2022



WHERE DID IT GO?

TOP TEN DISTRIBUTIONS FOR FY 2022



PROPERTY TAX COLLECTION

Property taxes are collected in arrears. For the 2021 tax year (collected in FY 2022), we collected over \$2.6 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.

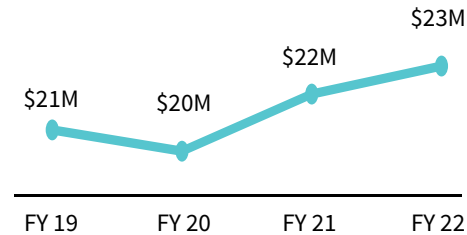
TAX COLLECTOR REVENUE EARNED

COMMISSIONS & FEES

DESCRIPTIONS	AMOUNT	%
Property Tax	\$45,843,515.51	77.38%
Motor Vehicle	\$6,025,481.76	10.17%
Drivers License	\$2,919,075.72	4.93%
Delinquent Commission	\$2,210,241.43	3.73%
Other Income	\$546,159.16	0.93%
Tourist Development	\$444,199.45	0.75%
Business Tax	\$406,309.15	0.69%
Interest	\$209,893.99	0.35%
Tax Certificate	\$201,228.81	0.34%
Postage Cost Recovered	\$195,275.91	0.33%
Vehicle for Hire	\$132,744.77	0.22%
Concealed Weapons Licenses	\$40,666.00	0.07%
Birth Certificates	\$39,918.75	0.07%
Tangible Warrant	\$18,239.05	0.03%
Game and Fish	\$7,942.50	0.01%
Sales Tax	\$1,590.00	0.00%
Total Commissions & Fees	\$59,242,481.96	100.00%

EXCESS FEES

TOTAL EXCESS FEES RETURNED TO HILLSBOROUGH COUNTY



FISCAL ACCOUNTABILITY

PERFECT FINANCIAL AUDIT FOR FY21 AND FY22

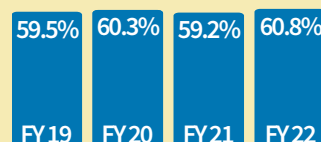


WHAT ARE EXCESS FEES?

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.

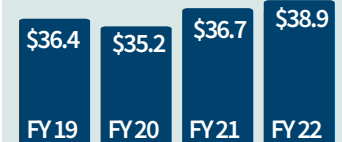
EXPENDITURE TO REVENUE RATIO

% OF EXPENDITURES AS COMPARED TO TOTAL REVENUE



REVENUE PER POPULATION

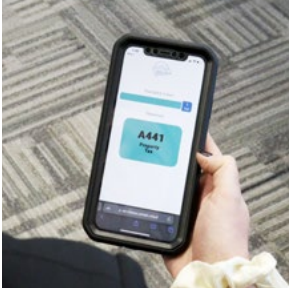
REVENUE/ESTIMATED COUNTY POPULATION



RECOGNIZING OUR ACCOMPLISHMENTS | FY 2022

Our mission at the Tax Collector's Office is to consistently deliver amazing service experiences that empower our community, one customer at a time. In 2022 we completed several key initiatives to ensure we meet our mission.

CUSTOMER SERVICE IMPROVEMENTS



Improved the Service Experience in Branch Offices

To improve the service experience and the flow of customers in our branches, we replaced our branch appointment and queuing system with a new system,

Qmatic. It has skill-based routing, mobile check-in and mobile service ticketing as well as automated satisfaction surveys via text and email. In addition, the system has enhanced, multi-language appointment booking, and multiple services selection options.

Branch Sound Quality Improvements

If you've visited a Tax Collector's office, you know how busy it can get, with close to 4,000 customers walking through our doors daily – it can get noisy. Meeting our mission to ensure amazing service experiences includes providing services in clean, modern offices conducive to a pleasant customer service interaction. In December 2022, the ceiling in our Brandon office was lowered to improve sound quality for customer interactions, eliminating the open-concept ceiling. This may seem like a small enhancement, but it has made a big improvement to the service experience for our customers and our team in this location. The same improvements will be made in our Drew Park location in the Spring 2023.

New Resident Initiative

Hillsborough County's population growth is fueled by new residents moving to the area that come to the Tax Collector's Office to obtain a driver license, transfer their title and register their vehicles, or gather information on the other services provided by the office. To ensure new residents are prepared for service without the need to make multiple trips to the office, we've partnered with other agencies to educate new residents on services and transaction requirements, including train the trainer sessions, training materials and videos. We will continue to expand our initiatives to educate the public.

INNOVATION IN SERVICE DELIVERY

Leveraging Artificial Intelligence (AI)

In 2022, we enhanced our AI chatbot, Sofie, on our website with the capability to provide fee estimates to give customers an estimate of fees for a registration renewal. Our office is the first in the state to develop and deploy this estimation technology! We look forward to continuing to enhance Sofie's capabilities to provide important customer information.

Adding Convenience Through Online Services

In 2022, we launched an **Online Insurance Affidavit** for customers whose car insurance is not updated with the state of Florida's Department of Highway Safety and Motor Vehicles and are required to submit an insurance affidavit before their registration can be renewed. Now, customers can save time and money by skipping the trip to an office or saving on mail costs by completing their affidavit and renewing online in just a few easy steps. Also in 2022, we redesigned renewal notices with QR codes with direct access to accounts for payment, making it easier than ever to renew online!

PROTECTING YOUR DATA & INFORMATION

Multi-Factor Authentication (MFA)

We implemented MFA using a system called Hypr throughout the organization requiring all system users to employ a second authentication system to confirm their identity, strengthening protection from unauthorized access to our systems.

Raising Security Awareness

We have enhanced our cyber awareness program for Tax Collector employees through monthly training and phishing campaigns. We constantly adapt our cyber security posture to combat a security breach. Our cyber security protocols involve our collaborators and business partners to ensure we have comprehensive plans to address all aspects of recovery.

Ensuring Continuity of Operations



In 2022, we partnered with Hillsborough County to relocate our networking environment to the Public Safety Operations Complex which contains most of Hillsborough County's IT infrastructure. This building

is rated to withstand category 5 hurricanes and ensures redundancy in our network infrastructure necessary for continuity of service to the public in the event of an emergency.

FISCAL ACCOUNTABILITY

Fiscal accountability is one of our top strategic priorities critical to the successful operation of the Tax Collector's Office. We pride ourselves on being excellent stewards of taxpayer dollars, ensuring we meet all legal requirements as well as complete collections and distributions timely with the highest level of accuracy. Our team proudly completes **100% of distributions on time ensuring the government agencies receive their funding to operate without delay.**

Our office also provides the best possible service at the lowest possible cost to taxpayers. In 2022 and prior years, the commissions and fees we earn (per statute) exceed our operating expenses. As a result, **we returned over \$23 million in excess fees to Hillsborough County in 2022** to support schools, libraries, and other essential services.

We were also proud to have received another **perfect financial audit in 2022**, continuing the Tax Collector's long-term trend of sound financial and management practices for over two decades with audits free of findings.

AWARDS & RECOGNITION

Top Workplaces Awards

The Hillsborough County Tax Collector's office was a recipient of the **2022 Top Workplaces National Culture Excellence Awards for Woman-Led Business and Diversity Equity & Inclusion Practices.** We are so proud of these awards which are based solely on feedback from our employees provided on our employee engagement survey.



Financial Excellence Awards



As a result of our focus on fiscal accountability, we received two awards from the Florida Tax Collectors' Association in 2022. The **Excellence in Financial Operations 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 receiving a clean audit free of any findings.

FOCUS ON QUALITY

In 2022, Tax Collector Nancy C. Millan established a Quality Management department, as carrying out our duties and responsibilities with quality and accuracy is a key requirement for the Tax Collector's Office. This small team is responsible for ensuring the accuracy of data and information including customer notices and key performance indicators, overseeing quality audits for key processes, defining measures for consistency, and monitoring trends for making data-driven decisions.

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 2023 and beyond:**



Our Be Amazing culture change initiative focused on motivating our team and changing our mindset through feedback, training, and service scripts for a consistent and positive service experience



Virtual agents will be able to serve a customer in a branch office remotely from our contact center. This will allow the flexibility to shift resources where needed to improve service, add convenience, and reduce customer wait times.



A Concierge Team has been established and will be enhanced in 2023. A concierge is available in every branch office in the lobby to assist customers in navigating HCTC services for a more personalized service experience.



Self-Service Stations in branch office lobbies will be added so customers can complete pre-work before they get to the customer service counter for a faster service experience OR possibly complete a simple transaction without having to wait for service.



Bringing Services to the Community with Mobile Units. The Hillsborough County Tax Collector will be among the first in the state to pilot mobile units through the Florida Department of Highway Safety and Motor Vehicles. The first of these units is expected to be available to us in 2023 which will afford opportunities to bring motor vehicle and driver license services to the community, making these services more accessible to all residents.



Enhancing AI Chatbot Capabilities in 2023 and beyond so Sofie (our chatbot) can engage customers using Facebook and integrate with our online appointment system to find and schedule available appointments for customers.



Expansion of the North Tampa Office to meet the needs of our customers in this area. Improvements include more lobby space, self-service stations, and additional customer service windows to deliver a consistent customer experience across branches.



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.

LISTENING TO **OUR COMMUNITY** | FY 2022

Tax Collector Nancy Millan and team members continued their outreach and education efforts this year through several community-facing events. We joined town halls with fellow government organizations and presented to over 12 homeowners associations to inform them of our services and get feedback on how we can improve. We also collaborated with several local organizations, from non-profits to economic and business organizations, to provide educational resources for them to share and best prepare the people they serve.



IMPACTING OUR COMMUNITY | FY 2022

Our outreach programs are aimed at raising public awareness and educating our customers about our services. #TeamHCTC is also proud to support the community we serve.



Tax Collector Nancy Millan with intern and now part-time team member Duncan Rogers and Director of IT, Joe Kynion.

Internships

In 2021, we partnered 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 expanded this program in 2022 and added more interns. We also participated in the Future Career Academy 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.



Tax Collector Nancy Millan with Kids Tag Art Tax Collector's Choice Award winner 5th grader Noely Pena and her Art Teacher from Bay Crest Elementary.

Kids Tag Art

We launched our **Kids Tag Art** program in Hillsborough County and it continues to grow with more schools each year. In the 2021-2022 school year, we raised over \$34,000 with \$1,200 distributed to each participating school to support their art program. This school year, we are proud to have nearly doubled the number of participating schools from 27 to 43 and look forward to raising even more money this second time around. You can support this amazing program by visiting The Kids Tag Art online store on our website at hillstax.org/shop.

Lion's Eye Institute for Transplant & Research

Hillsborough County Tax Collector Nancy Millan partnered with the **Lion's Eye Institute** to bring the **Glazer Vision Foundation Mobile Vision Clinic** to our branches in June 2022. The mobile vision clinic saw 162 children over the course of the month, 81 needed and received glasses, and 4 were referred to a doctor for more testing. Due to the success of this new partnership, we have committed to continuing this every year.



OUR TEAM SUPPORTS THE COMMUNITY WE SERVE WITH **83%** PARTICIPATING IN HCTC COMMUNITY INITIATIVES.



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. The team also raised over \$5,000 for the organization.



We joined **Hillsborough Education Foundation** for their annual school supply drive that supports teachers and students all year long. Our team had a 73% participation rate. We collected 46,000 items and raised over \$200 in gift cards.



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. We donated over 2,000 items and raised \$2,300 in gift cards.

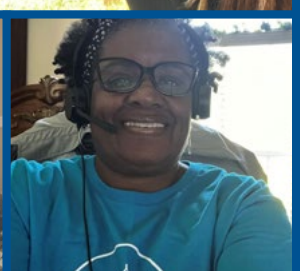
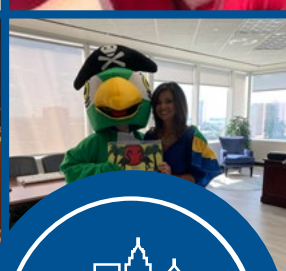
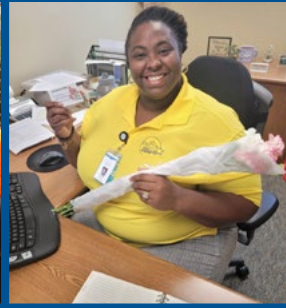


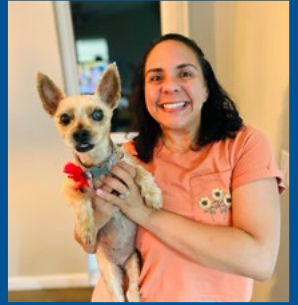
Our 40-member volunteer team spent 10 hours, over four Saturdays, to help pack food boxes for local families in need at **Feeding Tampa Bay**.

Hurricane Ian Relief

Our team came together in a big way to help our Florida community who were impacted by the devastating storm. We were able to donate several pallets full of supplies and food to our neighbors at the Charlotte County Tax Collector's Office.









STAY CONNECTED WITH US!

HILLSTAX.ORG | 813.635.5200

