



Office of the Tax Collector Business Plan

Fiscal Years: 2024 and 2025*
(10/1/2023 through 9/30/2025)

Approved by:

A blue ink signature of Peter Cam, written in a cursive style.

Peter Cam,
Department Director

A black ink signature of Dr. Carladenise Edwards, written in a cursive style.

Dr. Carladenise Edwards,
Chief Administrative Officer

04-11-2024

Date

7/3/24

Date

Plan Date: December 20th, 2023

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BUSINESS PLAN REPORT



DEPARTMENT OVERVIEW

Department Vision

The vision of the Office of the Tax Collector is to provide superior customer service by providing timely and accurate services.

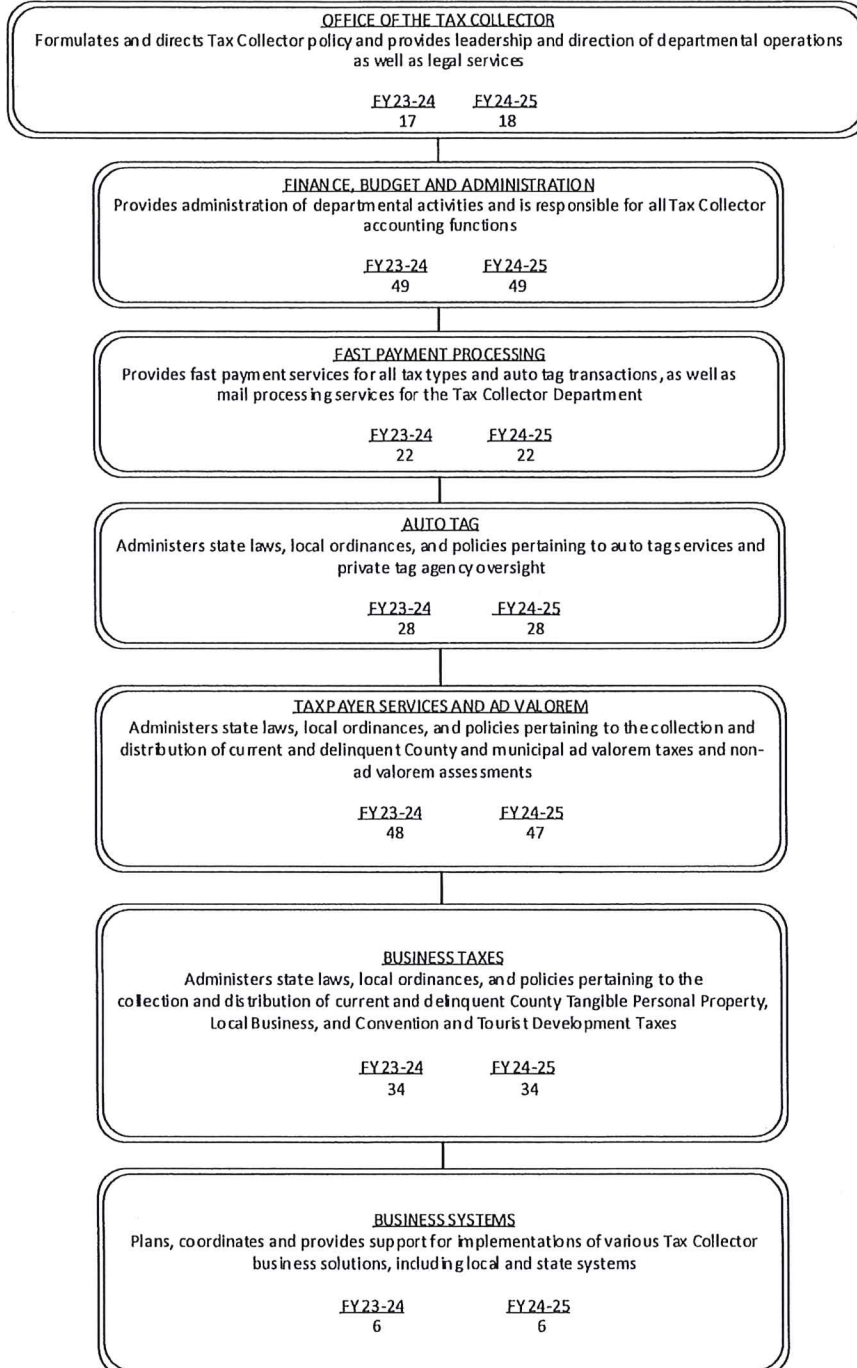
Department Mission

"A commitment to respond to our community's needs by providing a welcoming service that is efficient and transparent in the collection and distribution of taxes and fees."

The Office of the Tax Collector facilitates the collection and distribution of current and delinquent real estate, personal property, local business, and convention and tourist taxes, as well as special assessments for all local taxing authorities. Additionally, the Office of the Tax Collector acts as an agent on behalf of the State of Florida to issue automobile, vessel, and mobile home registrations and titles, as well as hunting and fishing licenses and disabled parking placards. Under the Tax Collector's purview is also the operation of twenty-five privately owned and operated Private Auto Tag Agencies (PTA's), serving the motoring public of Miami-Dade County with vehicle, vessel, and mobile home tag and title services.



Table of Organization



The FY 2024-25 total number of full-time equivalent positions is 204



Our Customers

The services offered to the taxpayers of Miami-Dade County are accessible, inclusive, timely and wide-ranging to suit customer needs and demands, including online, mail-in, escrow payable, bank payable and in-person over-the-counter services that are convenient, accurate, and efficient. Our focus is to be outstanding and responsive to our tax-paying public, county departments, and external agencies.

The Tax Collector works with (66) Tax Collector colleagues throughout the State of Florida (members of the Florida Tax Collector's Association, (FTCA)), to learn about and implement new technologies, improve tax collection methods and automate processes, share information, legislative updates, and discuss new statutory proposals and changes, participate in ongoing Department of Revenue (DOR) education sessions to maintain integrity and transparency, support our tax-paying customers and employees, establishing trust in local government. In January 2025, The Office of the Tax Collector will begin to transition driver license services from the State of Florida. The services are offered to all persons legally residing in the State of Florida and meeting the necessary licensing requirements.



Strategic Alignment, 4E, and Thrive305 Summary

General Government

GG1: Accessible, Equitable, transparent, and responsible government

- GG1-1-Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate*
 - *Provide easy access to tax related information and services*
 - Continue to implement new technology solutions to improve services to the community
 - Update tools and procedures to provide secure and easy to use processes

GG2: Excellent, engaged, and resilient workforce

- GG2-1 Attract and hire new talent to support operations
 - *Ensure Tax Collector is properly staffed to support operations and meet customers' needs*
 - Continue talent acquisition efforts to recruit new employees whose skill set, and experience enable us to address business evolution, new technology solutions, and succession planning
- GG2-2 Promote employee development and leadership
 - *Ensure employees have needed skills and leadership development opportunities*
 - Increase employee training and ensure knowledge transfer, to proactively address succession planning needs

GG3: Optimal internal Miami-Dade County operations and service delivery

- GG3-1 Deploy effective and reliable technology solutions that support Miami-Dade County services
 - *Leverage technology to provide efficient and effective services*
 - Implementation of Artificial Intelligence (“digital employees”) to facilitate decision-making through faster and more consistent services and improve customer satisfaction

GG4: Effective leadership and management practices

- GG4-1 Provide sound financial and risk management
- GG4-2 Effectively prioritize, allocate, and use resources to meet the current and future operating and capital needs for all our residents*



Strategic Alignment, 4E, and Thrive305 Summary (continued)

The Office of the Tax Collector has aligned its strategic objectives and performance measures to the Mayors Es initiative. These 4Es highlight the need for County departments to consider how they can:

- (1) foster greater **Equity** in the provision of services,
- (2) promote a stronger and more sustainable **Economy**,
- (3) provide greater stewardship of the **Environment**, and
- (4) ensure increased **Engagement** among members of the community.

Selected Measure Name	4E (Environment, Equity, Economy, or Engagement)	Thrive 305 Priority or Action
Total dollar value of Tax Collector web-enabled transactions completed online using the online services portal	Engagement	
Total dollar value of mailed-in payments processed (dollars in millions)	Economy	
Total online auto tag registration renewals processed	Environment	
Total dollar value of tax distributions (dollars in millions) *	Economy	



KEY ISSUES

1. Given the coming implementation of the new constitutional office of Tax Collector, it is imperative that proper staffing decisions are made, such as ensuring key administrative posts are filled, addressing employee concerns to improve employee retention. – **Economy**
2. The facility reorganization and establishment of operational positions to support the transition from a division to a stand-alone department and address the 10% of OTC staff are in DROP. – **Economy, T305 #1**
3. Identify, secure sites and begin design phase for the additional planned locations required for the transition of the driver licenses services from the State of Florida. – **Equity**
4. Leverage and implement new technology solutions to enhance engagement with members of the community, grow an inclusive economy, and promote a more sustainable economy. **Engagement, T305 #1**
5. The continuous refinement of business processes within the tax collection and billing system (TaxSys) will be essential to maintain efficient payment processing and customer service delivery. - **Engagement, T305 # 1**
6. Increasing the use of online payment functionality is essential to minimize paper usage, which will address the global responsibility to become resilient to climate stressors. - **Environment, T305 # 1,9, 11, 12**
7. To ensure the future growth and proficiency of the Office of the Tax Collector, it is critical that Department of Revenue (DOR) certification (CFCA) training continues to be scheduled as an investment in personnel development and empowerment. - **Economy, T305 #12**



PRIORITY INITIATIVES

1. Continue staff preparations for the transition to the constitutional Office of the Tax Collector in 2025, which will include the following:
 - a. Train additional personnel in anticipation of the transition of the Department of Highway Safety & Motor Vehicles (DHSMV) responsibilities from the State of Florida to the Constitutional Office of the Tax Collector
 - b. Fund new positions in new areas never previously in existence or funded
 - c. Develop transition plan for existing State of Florida employees to Office of the Tax Collector
2. Operational adjustments to support the transition from a department to a Constitutional Office.
 - a. Reconfiguration of current office layout to provide a more efficient workspace while addressing personnel growth to cater for additional TC functions as a fully functional Constitutional Office
 - b. Continue plans to address succession planning efforts for the Office of the Tax Collector, focusing on talent development through cross-training to ensure knowledge transfer
3. To augment modernization that will enhance taxpayer satisfaction and engagement, the implementation of a new Digital Employees functionality will be critical to expedite processes, services, and responses to all inquiries.
4. Review business processes and enhance employee training to a daily activity, to address technological change, innovation, and additional functions such as Passports issuance, Birth Certificate Issuance, Concealed Weapons Permits issuance, and modernization of processes from manual to automated.
5. Work with other County departments to implement a countywide “Don’t wait in line, Pay online” campaign to reduce. for improvement in wait times and reduction in generation of paper.
6. Increase scheduling of participations in the Department of Revenue CFCA certification training courses to improve staff knowledge.



FUTURE OUTLOOK

The Office of the Tax Collector continues to provide existing and enhanced services to the taxpaying residents of Miami-Dade County as well as the visiting public from other Florida counties, as we continue our transition to a constitutional office.

The Office of the Tax Collector is embarking on a series of major enhancements to the services it provides to the Miami-Dade community, to function as a fully funded constitutional office. The Office of the Tax Collector is planning the transition of nine (9) state-run driver licenses services to newly built and designed Public Service Offices (PSO) offering all current services in addition to driver license services. The new PSO centers will be strategically built throughout the county providing residents with convenient access to information and services. The Tax Collector will continue to focus upon providing better and more effective services to the public and other County departments, while expanding our technology, cross training of our employees, and proactively managing legislative changes and compliance, staffing levels, and succession planning. Emphasis on new services, innovation and improved efficiency will be key as Tax Collector becomes a constitutional office, absorbing current driver license services currently provided by state operated Local Division of Motorist Services.



Departmental Business Plan and Outlook
 Department Name: Office of the Tax Collector
 FY2023-24 & FY2024-25

ATTACHMENT 1
 BUSINESS PLAN REPORT

As of 04/11/2024

Business Plan Report
 Office of the Tax Collector

Respective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	Last Updated	VR Flag	Actual	Target	FY2023-24 Annualized Target	FY2024-25 Annualized Target		
Customer	Expand Access to County Government by Improving the Online Experience and Transactions on-line (Engagement)	G01 - Accessible, available, transparent and trustworthy	G01.1 Support a customer-focused organization to meet the current and future needs for all our residents	Total Dollar Value of Tax Collector Web-enabled Transactions Completed Online Using the Online Services Portal	2023 PY	31,220	31,220	\$1,200	\$1,200	\$1,200	n/a		
				Total Dollar Value of Tax Collector Web-enabled Transactions Completed Online Using the Online Services Portal	2023 PY	85,207	85,207	85,207	85,207	85,207	85,207	85,207	85,207
				Total dollar value of mail-in payments processed (dollars in billions)	2023 PY	45,822	45,822	45,822	45,822	45,822	45,822	45,822	45,822
				Total dollar value of mail-in payments processed (dollars in billions)	2023 PY	7,011	7,011	7,011	7,011	7,011	7,011	7,011	7,011
				Total dollar value of mail-in payments processed (dollars in billions)	2023 PY	7,043	7,043	7,043	7,043	7,043	7,043	7,043	7,043
				Total dollar value of mail-in payments processed (dollars in billions)	2023 PY	12,825	12,825	12,825	12,825	12,825	12,825	12,825	12,825
				Total dollar value of mail-in payments processed (dollars in billions)	2023 PY	12,825	12,825	12,825	12,825	12,825	12,825	12,825	12,825
				Total dollar value of mail-in payments processed (dollars in billions)	2023 PY	254	254	254	254	254	254	254	254
				Total dollar value of mail-in payments processed (dollars in billions)	2023 PY	12,825	12,825	12,825	12,825	12,825	12,825	12,825	12,825
				Total dollar value of mail-in payments processed (dollars in billions)	2023 PY	12,825	12,825	12,825	12,825	12,825	12,825	12,825	12,825
Finance	Support a customer-focused organization by providing relevant information and services, and by ensuring processes are efficient and meet budget targets (TC)	G01.1 Promote sound financial and risk management	G01.1.1 Promote sound financial and risk management	Revenue, Total (TC)	24 FC1	7,011	7,011	7,011	7,011	7,011	7,011		
				Expenditure, Total (TC)	24 FC1	7,043	7,043	7,043	7,043	7,043	7,043		
				Revenue, Total (TC)	24 FC1	12,825	12,825	12,825	12,825	12,825	12,825		
				Expenditure, Total (TC)	24 FC1	12,825	12,825	12,825	12,825	12,825	12,825		
				Revenue, Total (TC)	24 FC1	12,825	12,825	12,825	12,825	12,825	12,825		
				Expenditure, Total (TC)	24 FC1	12,825	12,825	12,825	12,825	12,825	12,825		
				Revenue, Total (TC)	24 FC1	12,825	12,825	12,825	12,825	12,825	12,825		
				Expenditure, Total (TC)	24 FC1	12,825	12,825	12,825	12,825	12,825	12,825		
				Revenue, Total (TC)	24 FC1	12,825	12,825	12,825	12,825	12,825	12,825		
				Expenditure, Total (TC)	24 FC1	12,825	12,825	12,825	12,825	12,825	12,825		
Internal	Provide sound financial and risk management	G04.2 Efficiently manage assets and liabilities to meet the current and future needs for all our residents	G04.2.1 Efficiently manage assets and liabilities to meet the current and future needs for all our residents	Property Tax Disbursements	Mar 24	1	1	1	1	1	1		
				Concessions & Tourist Tax Disbursements	Mar 24	1	1	1	1	1	1		
				Local Business Tax Disbursements	Mar 24	1	1	1	1	1	1		
				Property Tax Disbursements	Mar 24	1	1	1	1	1	1		
				Bank Interest Disbursements	Mar 24	1	1	1	1	1	1		
				Property Tax Disbursements	Mar 24	1	1	1	1	1	1		
				Concessions & Tourist Tax Disbursements	Mar 24	1	1	1	1	1	1		
				Local Business Tax Disbursements	Mar 24	1	1	1	1	1	1		
				Property Tax Disbursements	Mar 24	1	1	1	1	1	1		
				Bank Interest Disbursements	Mar 24	1	1	1	1	1	1		
Learning and Growth	Use Technology and Alternative Methods to Improve Collection Efficiency	G01.1 Support a customer-focused organization to meet the current and future needs for all our residents	G01.1.1 Support a customer-focused organization to meet the current and future needs for all our residents	Total dollar value of Auto Tag revenue collected countywide (dollars in millions)	2023 PY	3,322	3,322	3,322	3,322	3,322	3,322		
				Total dollar value of mail-in payments processed (dollars in billions)	2023 PY	83,460	83,460	83,460	83,460	83,460	83,460		
				Total dollar value of Tax Collector online transactions in dollars	2023 PY	97,782	97,782	97,782	97,782	97,782	97,782		
				Total dollar value of tax disbursements (dollars in billions)	2023 PY	37,362	37,362	37,362	37,362	37,362	37,362		
				Total dollar value of tax disbursements (dollars in billions)	2023 PY	37,362	37,362	37,362	37,362	37,362	37,362		
				Total dollar value of tax disbursements (dollars in billions)	2023 PY	37,362	37,362	37,362	37,362	37,362	37,362		
				Total dollar value of tax disbursements (dollars in billions)	2023 PY	37,362	37,362	37,362	37,362	37,362	37,362		
				Total dollar value of tax disbursements (dollars in billions)	2023 PY	37,362	37,362	37,362	37,362	37,362	37,362		
				Total dollar value of tax disbursements (dollars in billions)	2023 PY	37,362	37,362	37,362	37,362	37,362	37,362		
				Total dollar value of tax disbursements (dollars in billions)	2023 PY	37,362	37,362	37,362	37,362	37,362	37,362		
Learning and Growth	Promote employee development and learning	G03.3 Promote employee development and learning	G03.3.1 Promote employee development and learning	Total percentage of Tax Collector employees that have completed Certified Florida Professional (CFP) certification process	2023 PY	45%	45%	45%	45%	45%	45%		

Key: - Innovative - Featured Objective