

Profile

MANATEE COUNTY TAX COLLECTOR

In the state of Florida, the elected position of County Tax Collector is an independent Constitutional Officer as outlined in Article VIII of the Florida Constitution. There are sixty-four Tax Collectors in the state who are elected every four years. Duly elected by the citizens of Manatee County, Ken Burton Jr., has served as Tax Collector since 1993. The Manatee County Tax Collector's Office (MCTC)(The Office) serves approximately 318,000 citizens located within a 741 square mile area. The primary statutory functions of the Office include acting as agents for the Florida Department of Revenue (DOR) and the Department of Highway Safety and Motor Vehicles (DHSMV) for the collection of local property taxes and motor vehicle and driver license processing which is conducted through four branch offices strategically located across the county and on our internet site, www.taxcollector.com. The Office also processes government payments for the county and surrounding municipalities.

OUR MISSION

The mission of the Manatee County Tax Collector's Office is to perform our duties with integrity and respect, focusing on innovation and serving with excellence.

OUR VISION

Innovating Better Ways to Serve

OUR VALUES

Customer Focus, Innovation, Future Focus, Integrity and Respect, Teamwork, Excellence and Accountability, Community and Social Responsibility

LEADERSHIP

Led by Tax Collector Ken Burton, Jr., the Senior Team is comprised of five directors and his executive assistant. The organization has built a fact-based performance improvement system and integrated technology, process efficiency and agility despite unplanned and unfunded mandates. The leaders demonstrate role model leadership and a commitment to performance improvement through visionary leadership, a focus on ethical behavior, employee engagement, cross-training and social responsibility all predicated on a mission that focuses on "performing duties with integrity and respect." A culture of open communication between and across departments has been accomplished through a Process Based Leadership (PBL) Scorecard system that links goals, strategic objectives and action plans to ensure that all representatives in the organization are contributing through open, organization-wide two-way communications.

STRATEGIC PLANNING

The MCTC conducts strategic planning through a systematic five-step process which begins in May following the legislative updates from the Florida Tax Collectors Association. The steps are Analyze, Approve, Align, Apply and Assess. Our four Key Success Factors (KSFs) are Service, Innovation, People, and Financial; the timetable for accomplishing them is one or three years. Performance measures are identified for each with corresponding goals. Departmental scorecards include additional measures that align with the KSFs and are reviewed monthly during Organizational Performance Reviews. The Office ensures that financial and other resources are available to support the accomplishment of the action plans, while meeting current obligations through regular reviews of the PBL Scorecard.

CUSTOMER & MARKET FOCUS

Through innovative service offerings, MCTC meets and exceeds requirements and expectations of our three customer groups – Tax, Motor Vehicle and Government. Service innovations are identified through the strategic planning process, various customers' listening and learning methods, and by leveraging a customer-focused culture to source improvements through organizational reviews. Innovations include the in-house software program "Checklist" whereby customers are given a printed list identifying items they will need to complete their transaction



GOVERNOR'S
STERLING AWARD

should they need a return visit. To reach as many customers as possible, the delivery channels include phone, website, social media Twitter, Facebook, email and mail inserts. A culture to ensure a consistently positive customer experience and customer engagement is fostered by The BUN (Being Committed to Understanding the Necessity of our Customer Service Requirements), the Secret Shopper program whereby associates who score 100% have lunch with the Tax Collector, and the incorporation of the Six Standards of Excellence.

MEASUREMENT, ANALYSIS, & KNOWLEDGE MANAGEMENT

The MCTC translates organizational performance review findings into priorities for continuous breakthrough improvement and opportunities for innovation through systematic evaluation and improvement of key processes by the Senior Team, the Interdisciplinary Process Improvement Teams (IPITs), and the Quality Assurance (QA) Department. Review findings are integrated into communications with the work groups through monthly Organization Performance Reviews, weekly "Pass Ups/Pass Downs" between the Senior Team and Home Team meetings, daily training sessions, weekly webinars and other special training. The MCTC ensures the accuracy, integrity and reliability of organizational data and information through multiple methods such as data audits, process automation and the implementation of Information Technology (IT) best practices to demonstrate the focus on integrating technology to produce efficiency and enhance effectiveness of operations. The Office makes needed data and information available and accessible to customers through taxcollector.com, social media Facebook and Twitter, supplementary mail inserts, automated phone messages, the Checklist system and face-to-face feedback. The Customer Call Center routinely uses standardized e-mail templates to supplement information conveyed over the phone via electronic means.

WORKFORCE FOCUS

The MCTC has a culture of highly engaged employees focused on the organization's mission "to perform our

duties with integrity and respect," which is characterized by open communication, high performance work, and an engaged workforce through multiple systematic methods. Employees are engaged through mentoring, collaborative learning, cross-training opportunities and open communication focused on achieving MCTC's value of teamwork. Individual and organizational needs for increasing employee knowledge are met through educational benefits that include compensation for achieving academic degree status, tuition reimbursement and conference attendance. Transfer of knowledge from departing or retiring workers is captured through cross-training, mentoring, comprehensive procedures, process mapping, and exit interviews to ensure knowledge is retained in the organization and achieves the core competency of a Knowledgeable and Cross-trained staff. We have an extensive technology-based management system that is fully integrated with the PBL scorecard to monitor our customer and business performance. As a result, we prepare for changing capacity and capability requirements through our focus on our core competency of Agility.

PROCESS MANAGEMENT

The MCTC designs, innovates and deploys overall work systems that support our Vision Mission Values (VMV), KSFs, and Core Competencies. One example is we consolidated and streamlined customer service stations and supporting desktop applications to provide a "one-stop shopping" experience whereby all services are provided by one customer service associate. As a result, our core competencies of Agility and Knowledgeable/Cross-trained Staff were also leveraged. We determine key work process requirements that incorporate input from customers, partners, suppliers and collaborators through multiple methods. Despite the increase in service requirements without an offsetting source of funding, we have been able to sustain our Key Customer Requirements of timely, accurate, and respectful customer service due to our focus on process efficiency. MCTC implements and manages work processes to ensure design requirements are met through monthly Organizational Performance Reviews, direct supervision,

a Plan Do Check Act methodology, and process models that guide and direct improvement. Online procedural manuals incorporate a search reference feature similar to Google and provide quick access to up-to-date state and office forms, procedures and policies to ensure that the work process systems remain timely, accurate, efficient and effective.

RESULTS

- Overall Tax Customer Satisfaction – All Key Requirements – Rating 96%
- Overall Motor Vehicle Customer Satisfaction – All Key Requirements – Rating 96%
- All Government Key Contract Requirements Met – 100%
- Overall Average Branch Wait Time – 5.6 minutes
- % Resort Tax Transactions Processed by E-commerce – 93.6%
- % Property Tax Transactions Processed by E-Commerce – 46.3%
- % Overall Employee Engagement – 96%
- % Overall Employee Satisfaction – 98%
- # Training Hours per Employee Annually – 139
- FTE Per 1,000 Population – 0.247
- Total Operating Costs Per Capita (dollars) – \$ 5.44

"Our office has truly benefitted from the Sterling Management System. The Sterling journey has made us a more agile organization, something that is necessary in today's changing business culture. The processes and business rules that we have implemented over the course of six years has given us the solid infrastructure required to perform our duties with integrity and respect, focus on innovation, and serve with excellence."

- Ken Burton, Jr.
Manatee County Tax Collector

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