

Foundation

Our Mission

Deliver the highest quality of service with people who CARE

Our Core Values

1) Hire, retain, and celebrate talent. 2) Maintain humility despite success 3) Be truthful in all our conversations 4) Embrace challenges and change 5) Relentlessly pursue improvement in ourselves and our work 6) Demonstrate care for each customer and their family 7) Comprise a dynamic team of family who do work and life . . . together. 8) Seek opportunities to serve others

Competitive Advantages

- 1) Customer Service;
- 2) Financial Accountability
- 3) Information Sharing
- 4) Technological Innovation
- 5) Agility

Organization-Wide Strategies

In order to achieve our Vision the WCTC Office has established the following organizational wide strategies:

Customer Focused - The WCTC will seek every opportunity to enhance customer service at every service delivery point. We also recognize our Stakeholders, Partners and Vendor as key customers. We will seek to increase taxpayer knowledge of the available services provided by our office.

Accountability and Accuracy- The WCTC office will seek to maximize its revenues while controlling expenditures and ensuring cost effectiveness in our operations. We will deploy enhances internal controls in order to meet or exceed all regulatory requirements.

Relentless Pursuit of Excellence - The WCTC will be a continuous improvement organization, constantly evaluating and improving our work processes in order to increase productivity, efficiency and effectiveness.

Engaged and Empowered Workforce - The WCTC will seek to attract, retain and celebrate talent in its workforce. We will ensure that employees receive ongoing training and development opportunities. We will sustain a culture of high employee engagement and satisfaction while constantly improving teamwork and communication.

Our Strategy: The Walton County Tax Collector's Strategic Planning Process is based on a 5 year planning cycle, but is reviewed annually. The planning process is used to create and deploy action plans, all of which align to our organizational priorities. It also helps us identify the services, resources and other necessary components to achieve our mission and vision. As part of the Strategic Planning Process, the Tax Collector and Senior Leadership Team review the organization's Mission, Vision, and Values to ensure they are still valid and reflect who we are. They also gather and analyze data to determine issues to consider during planning. Then, Strategic Planning Priorities and Objectives, Performance Measures and Targets are developed to assist us in achieving our vision. Finally, Senior Leaders develop

Strategic Objectives and Organization Goals

Customer Focused

1 Enhance Customer Service

- 1.1 Innovative Use of Tech
- 1.2 Advocate for Positive Public Policy
- 1.3 Manage Customer Relations (Info Sharing)
- 1.4 Reduce Average Customer Wait Time below 5 minutes
- 1.5 Achieve Public Customer Satisfaction of 99%
- 1.6 Increase % of Customers Served in less than 5 minutes to 80%

2 Increase Customer Base and Service Offerings

- 2.1 Increase Customer Base and Service Offerings
- 2.2 Process Over 160,000 Transactions Annually

Accountability & Accuracy

3 Increase Revenues

- 3.1 Seek new revenue sources
- 3.2 Collect \$3 Million in Fees & Commissions
- 3.3 Achieve Revenue per FTE Amount of \$94k

4 Control Expenditures

- 4.1 Minimize Increase in Annual Budget Under 2%
- 4.2 Minimize Expenditure to Revenue Ratio Under 70%
- 4.3 Increase Excess Fee to Revenue Ratio Above 30%
- 4.4 Reduce Cost Per Branch Transaction Below \$6
- 4.5 Reduce Cost Per Mail Transaction Below \$1
- 4.6 Reduce Cost per E-Commerce Transaction Below \$0.65

5 Meet and Exceed Regulatory Requirements

- 5.1 Achieve Annual External Audit with no Findings
- 5.2 Achieve 100% Compliance with all Distribution Requirements (Tax, Tag, H&F, & DL)
- 5.3 Achieve 0 Reportable Legal/Ethics Violation

Relentless Pursuit of Improvement

6 Increase Productivity and Effectiveness

- 6.1 Improve Processes
- 6.2 Accurately Process Over 99% of Transactions
- 6.3 Achieve Transactions Per FTE of 6,000
- 6.4 Increase % of PT Transactions Processed by E-Commerce Above 7
- 6.5 Increase % of MV Transactions Processed by E-Commerce Above 7
- 6.6 Process 100% of Mail Submitted Payments within 24 Hours

7 Improve Relationships w/ Vendors, Partners, Stakeholders

- 7.1 Achieve Stakeholder Satisfaction Rating of 95%
- 7.2 Achieve Supplier/Vendor Satisfaction Rating of 95%
- 7.3 Achieve Partner Satisfaction Rating of 95%
- 7.4 Achieve Internal Vendor/Supplier Report Card Score of 4.5

8 Mitigate Risk -Economic/Environmental

- 8.1 Mitigate Economic/Environmental Risk
- 8.2 Achieve Zero Reportable OSHA Violations Annually
- 8.3 Complete Annual Internal Controls Audit

Engaged & Empowered Workforce

9 Recruit, Hire, Train and Retain Talent

- 9.1 Achieve Minimum of 50 Training Hours per Employee Annually
- 9.2 Invest Minimum of \$500 in Education Funding per Employee
- 9.3 Minimize Voluntary Turnover Rate below 5% Annually

10 Increase Employee Engagement and Empowerment

- 10.1 Achieve Workforce Satisfaction Ratings of 95% or Above
- 10.2 Achieve Workforce Engagement Survey Ratings of 95% or Above
- 10.3 Minimize Annual Unscheduled Absences Under 400 Hours
- 10.4 Improve Teamwork and Communication
- 10.5 Accountability for and Demonstration of our Values
- 10.6 Sustain or expand existing employee recognition and incentives program effectiveness.

Key Performance Indicators

How we measure success

Measure	Target
Wait Time in Minutes	5
Customer Satisfaction Results	95%
% of Customers Waiting under 5 minutes to receive service	80%
Transactions Processed	160,000
Fees & commissions retained	\$3,000,000
Revenue per FTE in thousands	\$94,000
% Change in Annual Budget	2%
Expenditure to Revenue Ratio	81%
Excess Fees to Revenue Ratio	30%
Cost per Branch Transaction	\$6
Cost per Mail Transaction	\$1
Cost per E-Commerce Transaction	\$0.65
Number of Audit Findings	
% Compliance with Distribution Requirements	100%
Number of Reportable Legal/Ethics Violations	
% of Transactions Processed Accurately	99%
Transactions per FTE	6,000
% of E-Commerce Property Tax Transactions	7%
% of E-Commerce DMV Transactions	7%
% of Mail Payments Processed	100%
Stakeholder Satisfaction Rating	95%
Supplier/Vendor Satisfaction Rating	95%
Partner Satisfaction Rating	95%
Vendor/Supplier Report Card Score	4.50
Number of Reportable OSHA Violations	
Percent Completion of Annual Internal Controls Audit	100%
Training Hours per Employee	50
Education Funding per Employee	\$500
Voluntary Turnover Rate	5%
Workforce Satisfaction Rating	95%
Workforce Engagement Rating	95%
Unscheduled Absences in Hours	400

Vision

What our Organization will look like

A passionate, talented, and caring TEAM united in the relentless pursuit of excellence in our people, services, and community.

Team oriented action plans based on what they determine to be the best approaches to achieve the established objectives. Budgetary needs are also analyzed as part of this process

Implementation

How we make strategy a habit