

One-Page Plan - Performance Summary for FY21

Walton County Tax Collector
As of April 19, 2022

Mission

Deliver the highest quality of service with people who CARE

Vision

Delivering Warmth and CARE in government

Performance Summary



42 Goals

2% Achieved

81% On Target

12% Off Target

0% Critical

0% Deferred

5% Not Started

Strategic Objectives

1: Enhance Customer Service

2: Increase Customer Base and Service Offerings

3: Increase Revenues

4: Control Expenditures

5: Meet and Exceed Regulatory Requirements

6: Increase Productivity and Effectiveness

7: Improve Relationships w/ Vendors, Partners, Stakeholders

8: Mitigate Risk -Economic/Environmental

9: Recruit, Hire, Train and Retain Talent

10: Increase Employee Engagement and Empowerment

Key Performance Indicators

Metric	EOY Target	YTD Actual
Wait Time in Minutes	8	14.09
Customer Satisfaction Results	99%	99.7%
% of Customers Waiting under 8 minutes to receive service	80%	65%
Transactions Processed	200k	274k
Fees & commissions retained	\$5m	\$5.6m
Revenue per FTE in thousands	\$125k	\$139.8k
% Change in Annual Budget	2%	4.51%
Expenditure to Revenue Ratio	70%	61%
Excess Fees to Revenue Ratio	30%	39%
Cost per Branch Transaction	\$8	\$7.9
Cost per Mail Transaction	\$1.2	\$1.2
Cost per E-Commerce Transaction	\$0.8	\$0.7
100% Success in No Findings	100%	100%
% Compliance with Distribution Requirements	100%	100%
Number of Reportable Legal/Ethics Violations	0	0

Metric	EOY Target	YTD Actual
% of Transactions Processed Accurately	99%	100%
Transactions per FTE	7k	6.9k
% of E-Commerce Property Tax Transactions	15%	26.3%
% of E-Commerce DMV Transactions	15%	16.4%
% of Mail Payments Processed	100%	100%
Stakeholder Satisfaction Rating	95%	100%
Supplier/Vendor Satisfaction Rating	95%	100%
Partner Satisfaction Rating	95%	100%
Vendor/Supplier Report Card Score	4.50	4.77
Number of Reportable OSHA Violations	0	0
Percent Completion of Annual Internal Controls Audit	100%	100%
Training Hours per Employee	50	137.58
Education Funding per Employee	\$500	\$591.7
Voluntary Turnover Rate	5%	12.5%
Workforce Engagement Rating	95%	87%

1

Enhance Customer Service

- Innovative Use of Tech (1.1) 0%
- Advocate for Positive Public Policy (1.2) On Target
- Manage Customer Relations (Info Sharing) (1.3) On Target
- Reduce Average Customer Wait Time below 8 minutes (1.4) 14.09
- Achieve Public Customer Satisfaction of 99% (1.5) 99.7%
- Increase % of Customers with wait time under 8 minutes to 80% (1.6) 65%
- Improve new driver test scores, proficiency, and awareness of risks. (1.7) Not Started

2

Increase Customer Base and Service Offerings

- Increase Customer Base and Service Offerings (2.1) On Target
- Process Over 200,000 Transactions Annually (2.2) 274k

3

Increase Revenues

- Seek new revenue sources (3.1) On Target
- Collect \$5 Million in Fees & Commissions (3.2) \$5.6m
- Achieve Revenue per FTE Amount of \$125k (3.3) \$139.8k

4

Control Expenditures

- Minimize Increase in Annual Budget (FY21) Under 5% (4.1) 4.51%
- Minimize Expenditure to Revenue Ratio Under 70% (4.2) 61%
- Increase Excess Fee to Revenue Ratio Above 30% (4.3) 39%
- Reduce Cost Per Branch Transaction Below \$8 (4.4) \$7.9
- Reduce Cost Per Mail Transaction Below \$1.30 (4.5) \$1.2
- Reduce Cost per E-Commerce Transaction Below \$0.8 (4.6) \$0.7

5

Meet and Exceed Regulatory Requirements

- Achieve Annual External Financial Audit with no Findings (5.1) 100%
- Achieve 100% Compliance with all Distribution Requirements (Tax, Tag, H&F, & DL) (5.2) 100%
- Achieve 0 Reportable Legal/Ethics Violation (5.3) On Target
- Achieve 100% Compliance with Ethics Form 6 State Filings Annually (5.4) 100%

6

Increase Productivity and Effectiveness

- Improve Processes (6.1) **On Target**
- Accurately Process Over 99% of Transactions (6.2) **100%**
- Achieve Transactions Per FTE of 7,000 (6.3) **6.9k**
- Increase % of PT Transactions Processed by E-Commerce Above 15 (6.4) **26.3%**
- Increase % of MV Transactions Processed by E-Commerce Above 15 (6.5) **16.4%**
- Process 100% of Mail Submitted Payments within 24 Hours (6.6) **100%**

7

Improve Relationships w/ Vendors, Partners, Stakeholders

- Achieve Stakeholder Satisfaction Rating of 95% (7.1) **100%**
- Achieve Supplier/Vendor Satisfaction Rating of 95% (7.2) **100%**
- Achieve Partner Satisfaction Rating of 95% (7.3) **100%**
- Achieve Internal Vendor/Supplier Report Card Score of 4.5 (7.4) **4.77**

8

Mitigate Risk -Economic/Environmental

- Mitigate Economic/Environmental Risk (8.1) **On Target**
- Achieve Zero Reportable OSHA Violations Annually (8.2) **On Target**
- Complete Annual Internal Controls Audit (8.3) **100%**

9

Recruit, Hire, Train and Retain Talent

- Achieve Minimum of 50 Training Hours per Employee Annually (9.1) **137.58**
- Invest Minimum of \$500 in Education/Training Funding per Employee (9.2) **\$591.7**
- Minimize Voluntary Turnover Rate below 5% Annually (9.3) **12.5%**

10

Increase Employee Engagement and Empowerment

- Achieve Workforce Engagement Survey Ratings of 95% or Above (10.1) **87%**
- Improve Teamwork and Communication (10.2) **On Target**
- Accountability for and Demonstration of our Values (10.3) **0%**
- Sustain or expand existing employee recognition and incentives program effectiveness. (10.4) **Not Started**