



2023 Business Plan Presentation

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Gwinnett County Tax Commissioner
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Leadership Team



Lisa Matic

Chief Deputy
Tax Commissioner



Elaine Melvin-Morgan

Director, Department
of Motor Vehicles



Khadija Thomas

Director, Department
of Finance & Accounting



Jeremy Collins

Director, Department
of Property Tax



Susan McLeod

Director, Communications



Vision

Distinction in government and exemplary service.

Mission

We instill trust in government through innovation, transparency and unparalleled tax and tag services.



Looks like...	Values in Action	Does not look like...
<ul style="list-style-type: none"> ✓ Following laws, regulations, and keeping SOPs updated ✓ Working quickly, efficiently and double-checking ✓ Making accurate and complete notes ✓ Planning ahead to meet all deadlines 	<p style="text-align: center;"><i>T</i>horough</p> <p style="text-align: center;"><i>We work carefully to apply all of our knowledge and expertise.</i></p>	<ul style="list-style-type: none"> ✗ Completing transactions with assumptions, skipping steps ✗ Not relaying information or properly documenting ✗ Being unprepared and/or missing deadlines ✗ Not following through to correct issues and update everyone
<ul style="list-style-type: none"> ✓ Expert knowledge and use of all resources available ✓ Asking Subject Matter Experts for help ✓ Documenting uncommon issues and their resolution ✓ Telecommuting and migrating more work to digital 	<p style="text-align: center;"><i>R</i>esourceful</p> <p style="text-align: center;"><i>We find innovative ways to overcome obstacles.</i></p>	<ul style="list-style-type: none"> ✗ Giving up; not utilizing all available resources or SMEs. ✗ Not using all avenues available to process the transaction ✗ Not learning the full potential of systems and programs ✗ Not learning complex/complicated processes ✗ Not properly training and documenting, especially rare issues
<ul style="list-style-type: none"> ✓ Explaining complex concepts in simple terms ✓ Answering phones, responding timely to all contacts ✓ Leveraging our diversity to serve diverse customers ✓ Making customers feel welcome and comfortable ✓ Maintaining a positive work culture ✓ We are an example and set the standard for TC offices 	<p style="text-align: center;"><i>U</i>nique</p> <p style="text-align: center;"><i>We are a one-of-a-kind office.</i></p>	<ul style="list-style-type: none"> ✗ Not being able to explain things in simple terms ✗ Not caring, responding or being efficient, accurate or effective ✗ Ignoring a customer's distress/not empathizing with them ✗ Over-educating (more is not necessarily better or helpful) ✗ Not tapping into our diversity ✗ Saying, "We don't..." "We can't..." "It's not my department..."
<ul style="list-style-type: none"> ✓ Taking pride in our work ✓ Making services convenient and accessible ✓ Going the extra mile ✓ Giving the customer one's full attention ✓ Courteously handling complaints ✓ Always displaying a professional demeanor ✓ Doing charitable work together 	<p style="text-align: center;"><i>S</i>ervice</p> <p style="text-align: center;"><i>We are here to serve our community.</i></p>	<ul style="list-style-type: none"> ✗ Exhibiting impatience, a bad attitude in tone or body language ✗ Stopping at the bare minimum ✗ Blaming customers ✗ Withholding valuable information/education from customers ✗ Not taking responsibility for a mistake ✗ Miscommunication ✗ Getting too emotionally involved
<ul style="list-style-type: none"> ✓ Cross-training and identifying backups ✓ Documenting/sharing/communicating timely ✓ Working effectively across all departments ✓ Owning mistakes without getting upset ✓ Training effectively vs conveniently for the trainer ✓ Speaking up when something is wrong ✓ Being willing to help other departments ✓ Being honest and trusting the team to work it out 	<p style="text-align: center;"><i>T</i>eamwork</p> <p style="text-align: center;"><i>We work together to earn your TRUST!</i></p>	<ul style="list-style-type: none"> ✗ Not asking for help ✗ Ignoring opportunities to help ✗ Only completing assigned tasks vs working at your capacity ✗ Displaying a bad attitude, being rude or isolating ✗ Not communicating well or timely ✗ Taking things personally ✗ Not resolving conflict ✗ Not being truthful

2021-2022 YTD Recap

Accomplishments

1. Continuously improving customer service
2. Absorbing increased volume & complexity
3. Increased collections: \$1.5b vs \$1.7b (Y-O-Y)
4. 338,000 property tax bills mailed

Challenges

1. Serving a growing population
2. Retirement of key staff
3. Low adoption of online services
4. Legacy system issues



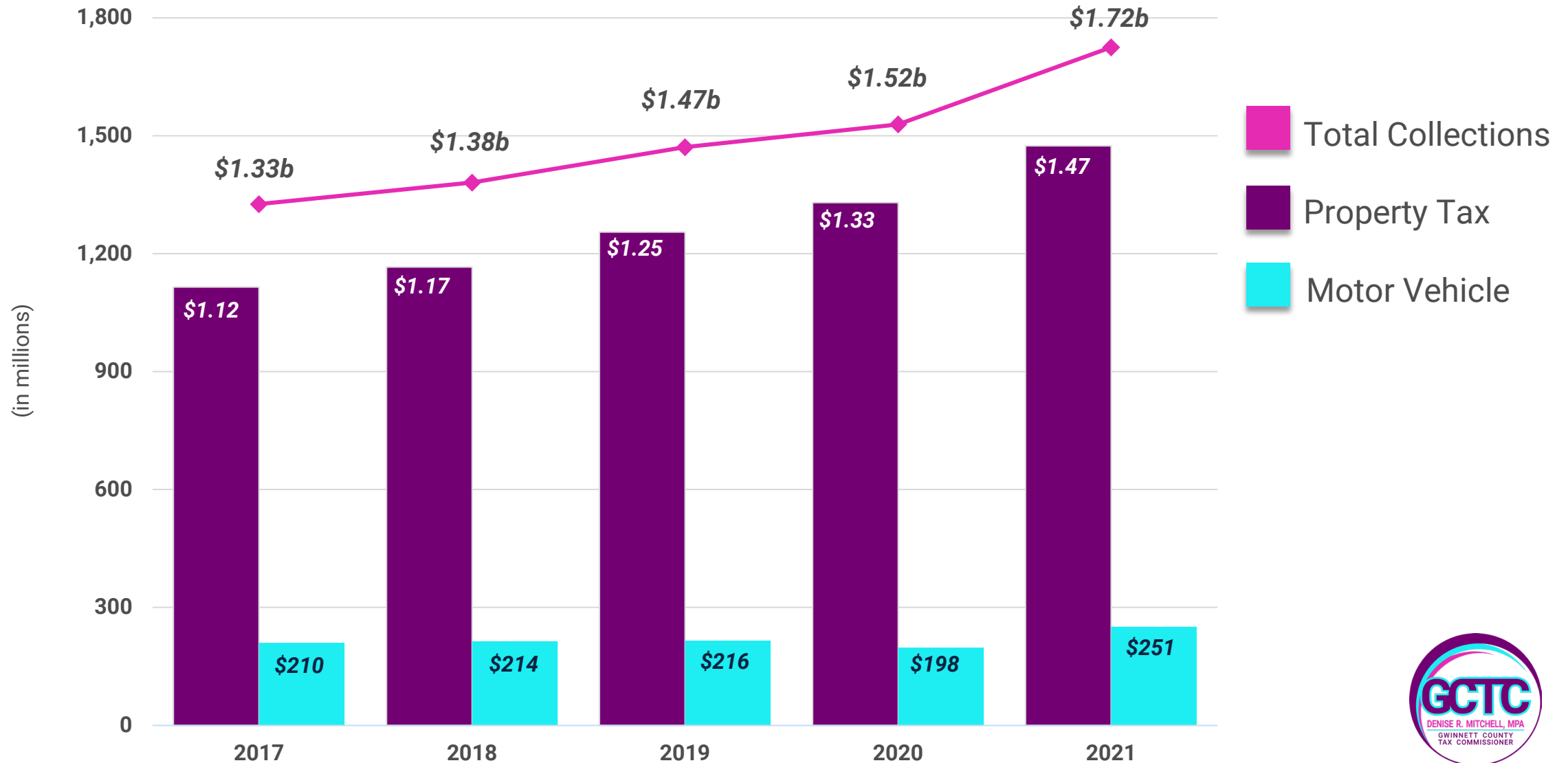


Office Overview

- 132 County Employees
- 13 Contract Employees
- 1 Main Administrative & Tax Office
- 5 Tag Offices
- 1 Dealer, Mail and Fleet Office
- 1 Customer Contact Center



5-Year Collection Totals





5-Year Property Tax Collection Rate

Tax Year	Collection Rate
2017	99.9%
2018	99.9%
2019	99.8%
2020	99.7%
2021	99.2%

As of July 31, 2022.



2023 Strategic Initiatives

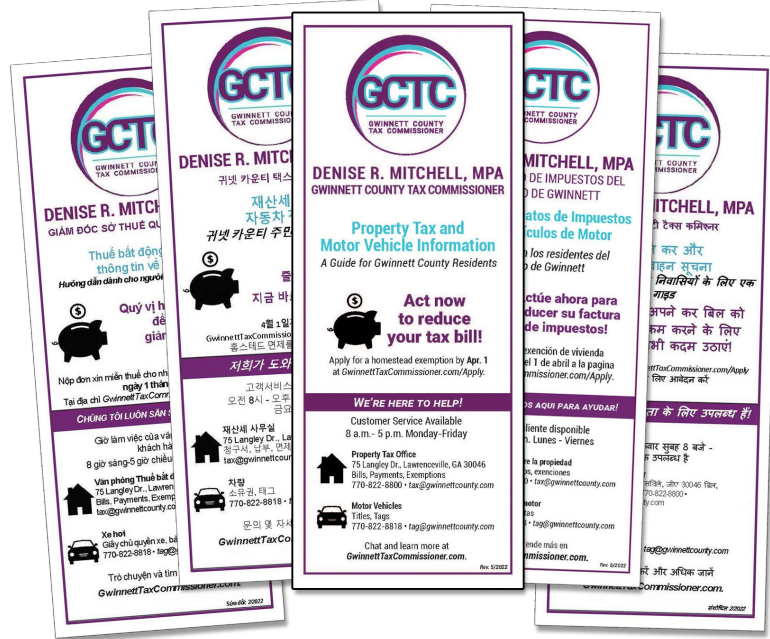
1. Expand Public Education
2. Introduce Customer Service Enhancements
3. Optimize Kiosk Usage



Educating Citizens



Educating Citizens



Available Foreign Languages

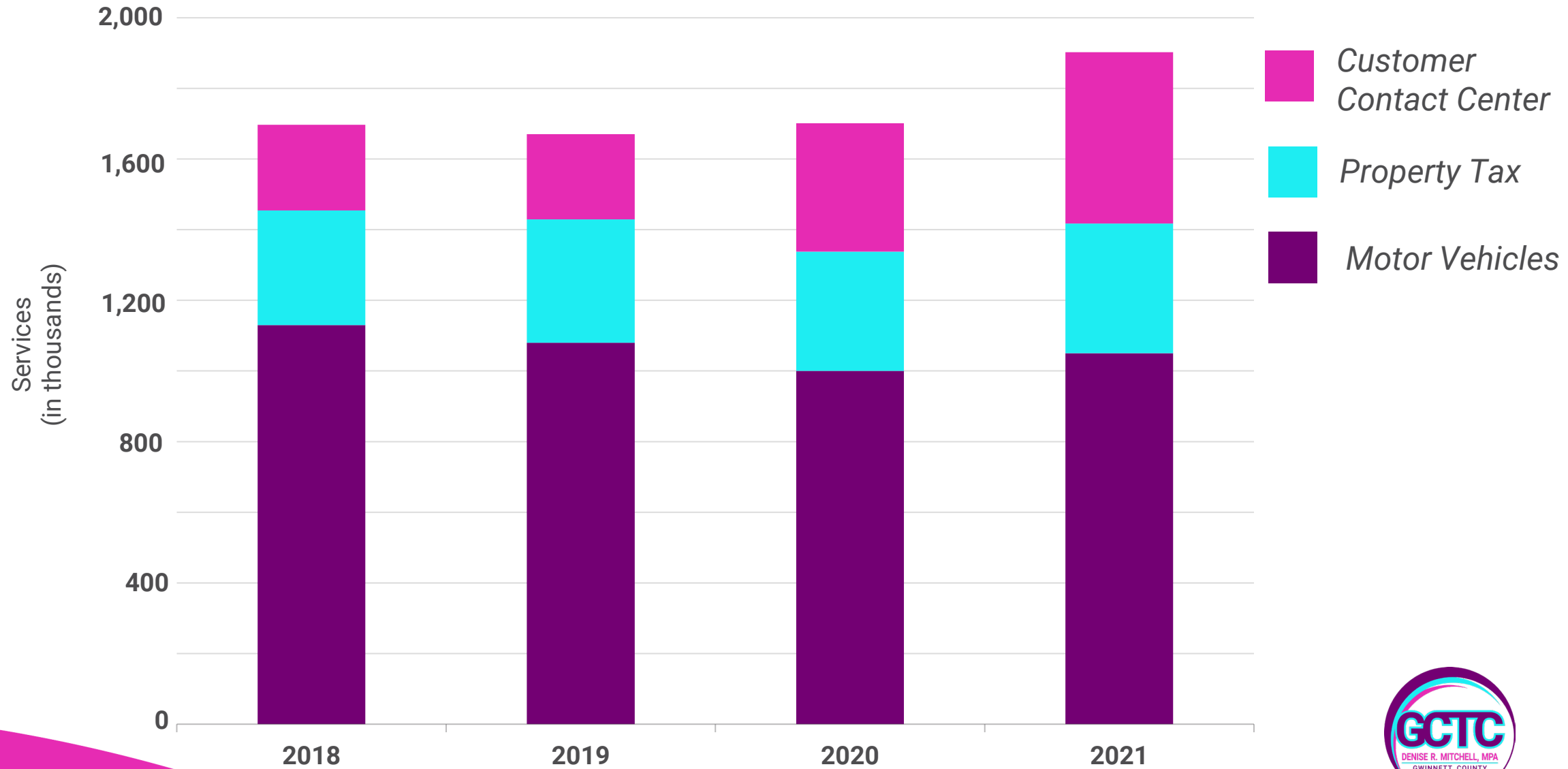
- Hindi
- Korean
- Spanish
- Vietnamese

Languages Spoken by GCTC Associates

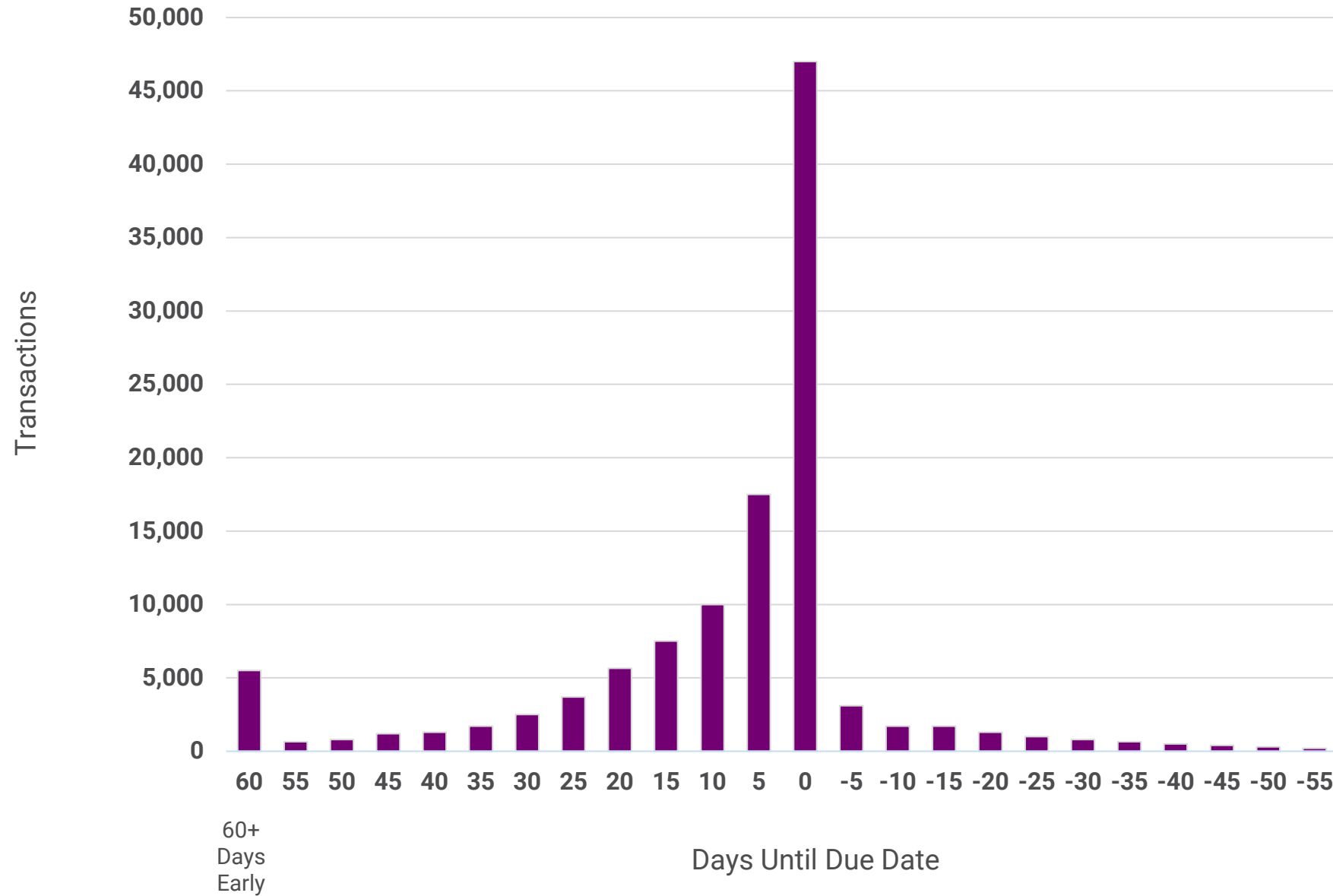
- Bengali
- Bosnian
- Bulgarian
- French
- German
- Gujarati
- Hindi
- Hmong
- Korean
- Mandarin
- Marathi
- Spanish
- Tagalog
- Urdu



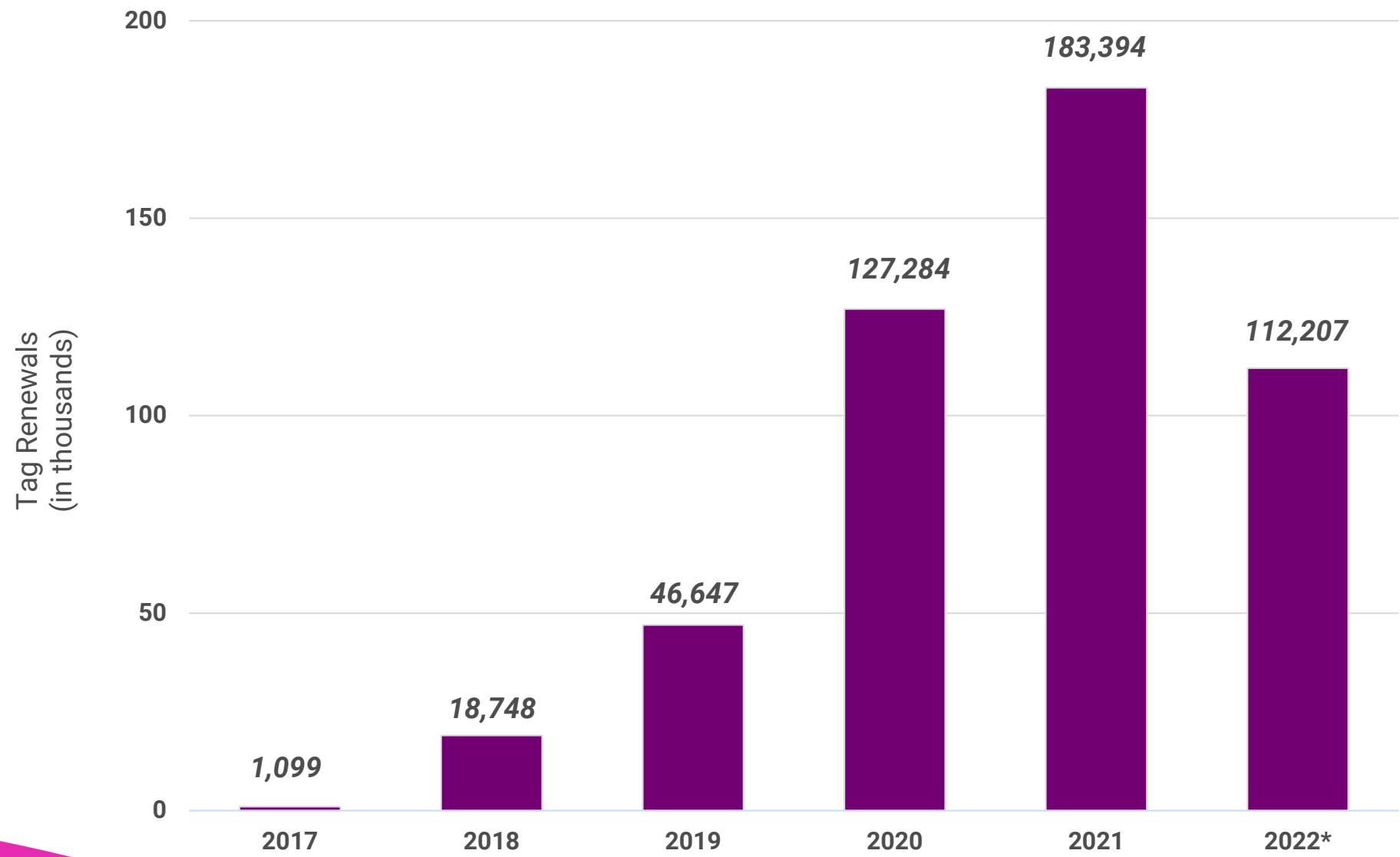
Total Services Delivered 2018-2021



Renewal Trends



Kiosk Usage

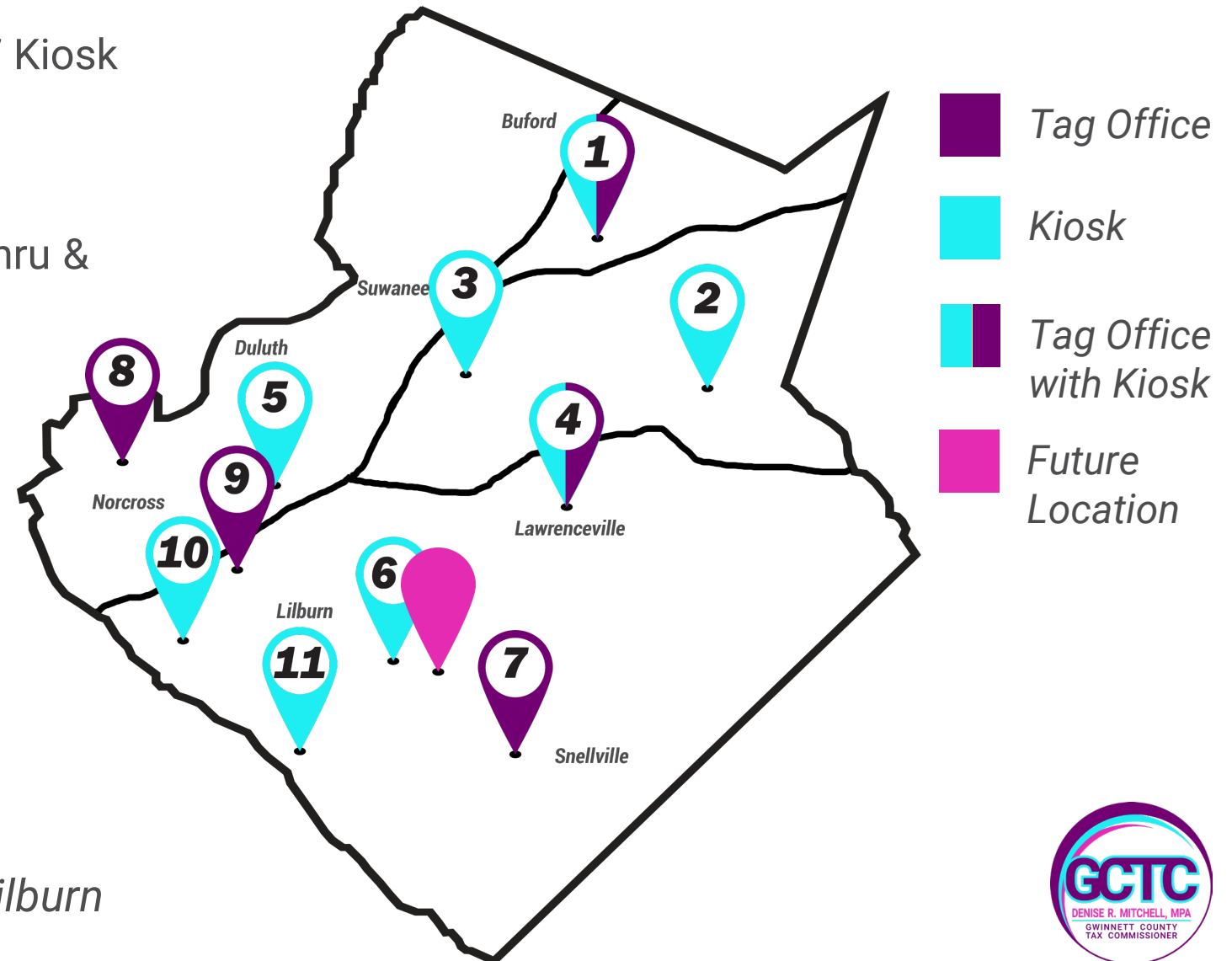


**As of July 31, 2022*



Office and Kiosk Locations

1. North Gwinnett Tag Office & 24/7 Kiosk
2. Kroger Kiosk – Dacula
3. Kroger Kiosk – Suwanee
4. Lawrenceville Tag Office, Drive-Thru & 24/7 Kiosk
5. Kroger Kiosk – Duluth
6. Kroger Kiosk – Lilburn
7. Snellville Tag Office & Drive-Thru
8. Peachtree Corners Tag Office
9. Norcross Tag Office
10. Kroger Kiosk – Norcross
11. Kroger Kiosk – Stone Mountain



Future Location – Kroger Kiosk – Lilburn

Total Budget Request

Total 2023 Budget	\$18,225,653
Decision Package	0



Questions?
Thank you.

