

2021 Business Plan

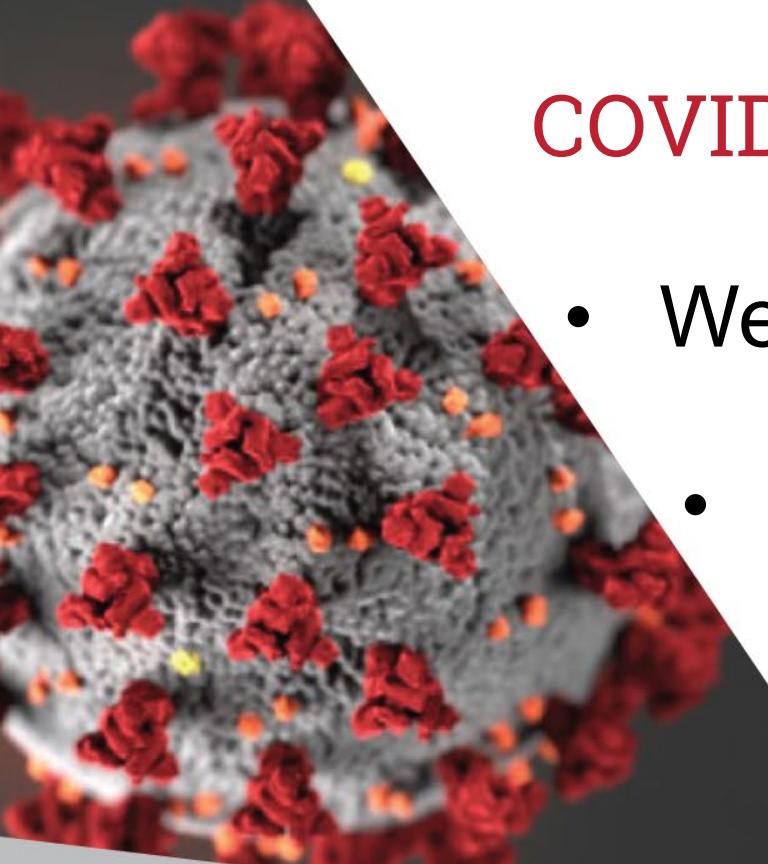
*Richard Steele
Tax Commissioner*



Vision: A Leader in Public Service

A few of our values...

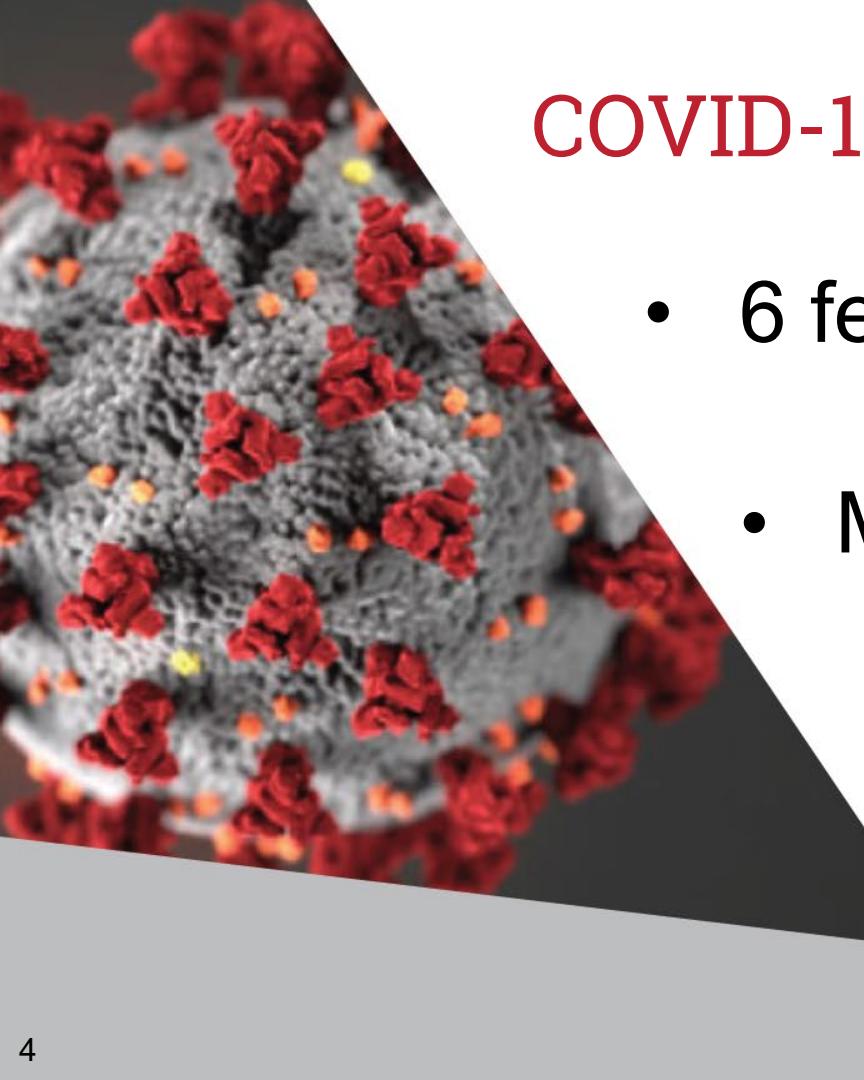
- ↗ We exist to serve customers
- ↗ We lead by fact to remain conservative stewards of public resources
- ↗ We plan for the future



COVID-19 Response

- We never stopped working
 - Our Call Center is now virtual



A high-magnification, colorized scanning electron micrograph of the COVID-19 virus. The image shows numerous spherical virus particles, each with a distinct 'crown' of red spikes on its surface. The particles are set against a dark, textured background.

COVID-19 Response

- 6 feet of separation
- Masks, gloves, sanitizer
- No-contact payments

New Tag Office Visit Process

1. Check-in at the welcome table
2. Wait in your vehicle
3. Return when notified



We Exist to Serve Customers

- Mar. 15–June 15: 200k renewals
- Public outreach & education
- Extra Saturday hours
- Crisis averted



WAIT

wait

Tag Office Wait Times.

Wait times for the Gwinnett County Tax Commissioner's Offices. Don't see the wait times? [CLICK HERE](#)

Lawrenceville: Tuesday - Saturday 8am-5pm

Waitlist for Norcross Tag Office	
62 people waiting	• 1 h36 min estimated wait
1. L INECUT	a few seconds
2. J A	Please return
3. J B	Please return
4. J L	Please return
5. C H	Please return
6. C W	Please return

Waitlist for Norcross Tag Office
62 people waiting • 1 h36 min estimated wait

INECUT a few seconds

A Please return

B Please return

C Please return

D Please return

E Please return

F Please return

G Please return

H Please return

I Please return

J Please return

K Please return

L Please return

M Please return

N Please return

O Please return

P Please return

Q Please return

R Please return

S Please return

T Please return

U Please return

V Please return

W Please return

X Please return

Y Please return

Z Please return

Number of people waiting

Estimated wait time

At capacity

Waitlist for Snellville Tag Office
7 people waiting • 12 min estimated wait
1. G 21 minutes
2. M 21 minutes
3. P 19 minutes
4. J 19 minutes

Waitlist for Snellville Tag Office

7 people waiting • 12 min estimated wait

1. G 21 minutes

2. M 21 minutes

3. P 19 minutes

4. J 19 minutes

5. D 15 minutes

6. F 14 minutes

7. B 7 minutes

8. S 2 minutes

9. D 2 minutes

10. C 0 minutes

11. T 0 minutes

12. R 0 minutes

13. V 0 minutes

14. U 0 minutes

15. X 0 minutes

16. Y 0 minutes

17. Z 0 minutes

18. A 0 minutes

19. B 0 minutes

20. C 0 minutes

21. D 0 minutes

22. E 0 minutes

23. F 0 minutes

24. G 0 minutes

25. H 0 minutes

26. I 0 minutes

27. J 0 minutes

28. K 0 minutes

29. L 0 minutes

30. M 0 minutes

31. N 0 minutes

32. O 0 minutes

33. P 0 minutes

34. Q 0 minutes

35. R 0 minutes

36. S 0 minutes

37. T 0 minutes

38. U 0 minutes

39. V 0 minutes

40. W 0 minutes

41. X 0 minutes

42. Y 0 minutes

43. Z 0 minutes

44. A 0 minutes

45. B 0 minutes

46. C 0 minutes

47. D 0 minutes

48. E 0 minutes

49. F 0 minutes

50. G 0 minutes

51. H 0 minutes

52. I 0 minutes

53. J 0 minutes

54. K 0 minutes

55. L 0 minutes

56. M 0 minutes

57. N 0 minutes

58. O 0 minutes

59. P 0 minutes

60. Q 0 minutes

61. R 0 minutes

62. S 0 minutes

63. T 0 minutes

64. U 0 minutes

65. V 0 minutes

66. W 0 minutes

67. X 0 minutes

68. Y 0 minutes

69. Z 0 minutes

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94. Y 0 minutes

95. Z 0 minutes

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98. C 0 minutes

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103. H 0 minutes

104. I 0 minutes

105. J 0 minutes

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110. O 0 minutes

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112. Q 0 minutes

113. R 0 minutes

114. S 0 minutes

115. T 0 minutes

116. U 0 minutes

117. V 0 minutes

118. W 0 minutes

119. X 0 minutes

120. Y 0 minutes

121. Z 0 minutes

122. A 0 minutes

123. B 0 minutes

124. C 0 minutes

125. D 0 minutes

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127. F 0 minutes

128. G 0 minutes

129. H 0 minutes

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131. J 0 minutes

132. K 0 minutes

133. L 0 minutes

134. M 0 minutes

135. N 0 minutes

136. O 0 minutes

137. P 0 minutes

138. Q 0 minutes

139. R 0 minutes

140. S 0 minutes

141. T 0 minutes

142. U 0 minutes

143. V 0 minutes

144. W 0 minutes

145. X 0 minutes

146. Y 0 minutes

147. Z 0 minutes

148. A 0 minutes

149. B 0 minutes

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151. D 0 minutes

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173. Z 0 minutes

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177. D 0 minutes

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179. F 0 minutes

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181. H 0 minutes

182. I 0 minutes

183. J 0 minutes

184. K 0 minutes

185. L 0 minutes

186. M 0 minutes

187. N 0 minutes

188. O 0 minutes

189. P 0 minutes

190. Q 0 minutes

191. R 0 minutes

192. S 0 minutes

193. T 0 minutes

194. U 0 minutes

195. V 0 minutes

196. W 0 minutes

197. X 0 minutes

198. Y 0 minutes

199. Z 0 minutes

200. A 0 minutes

201. B 0 minutes

202. C 0 minutes

203. D 0 minutes

204. E 0 minutes

205. F 0 minutes

206. G 0 minutes

207. H 0 minutes

208. I 0 minutes

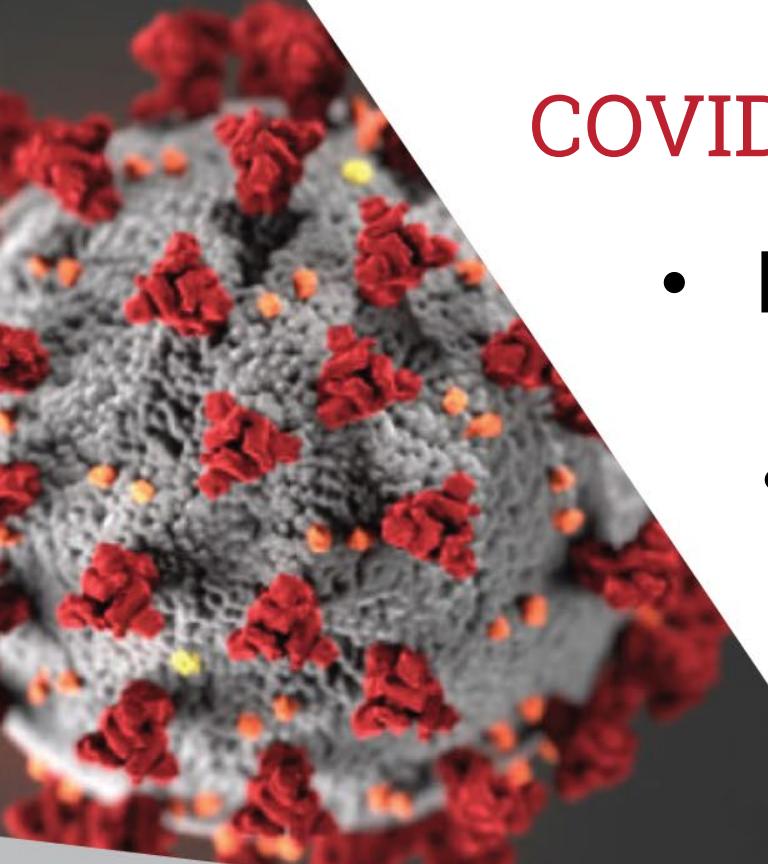
209. J 0 minutes

210. K 0 minutes

211. L 0 minutes

212. M 0 minutes

213. N 0 minutes

A close-up, high-magnification image of COVID-19 virus particles. The particles are spherical and feature a distinct 'crown' or 'corona' of red spikes, characteristic of the SARS-CoV-2 virus. They are set against a dark, textured background that appears to be a microscopic view of cellular or viral membranes.

COVID-19 Residuals

- Lowered through-put
- Longer wait times
- Coin shortage
- Staffing challenges

Today

- 121 Staff Employees
 - 31 Contract Employees
 - \$15.2m Budget
 - 329k Property Tax bills



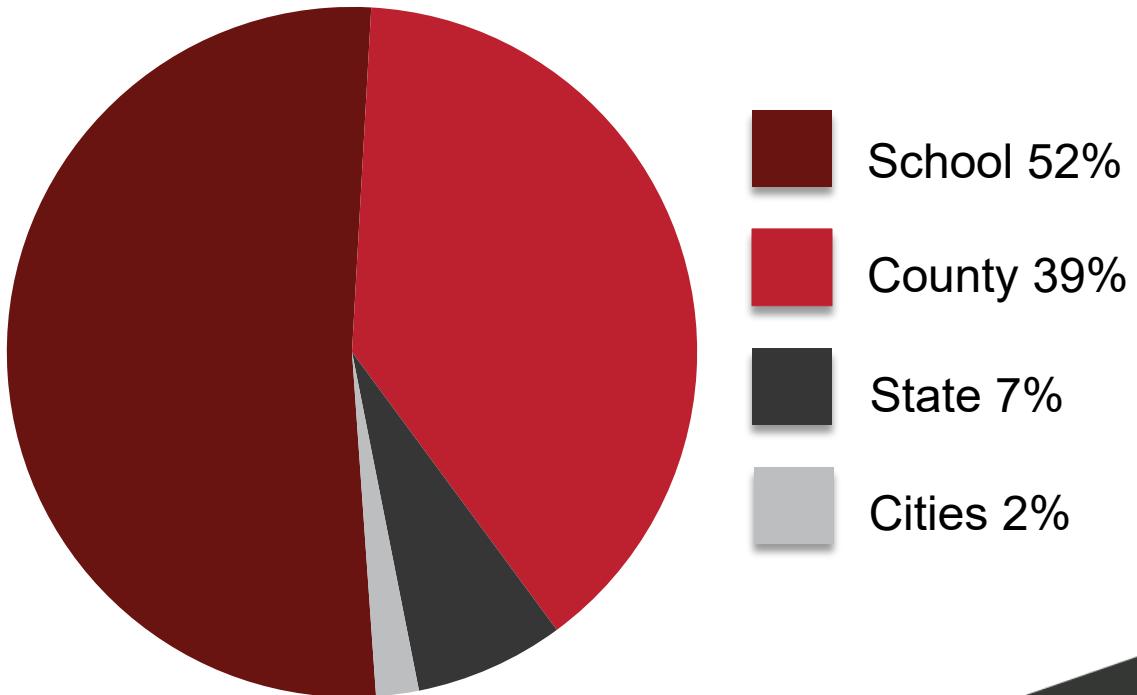
Tax Commissioner's Office Overview 2018 vs. 2019



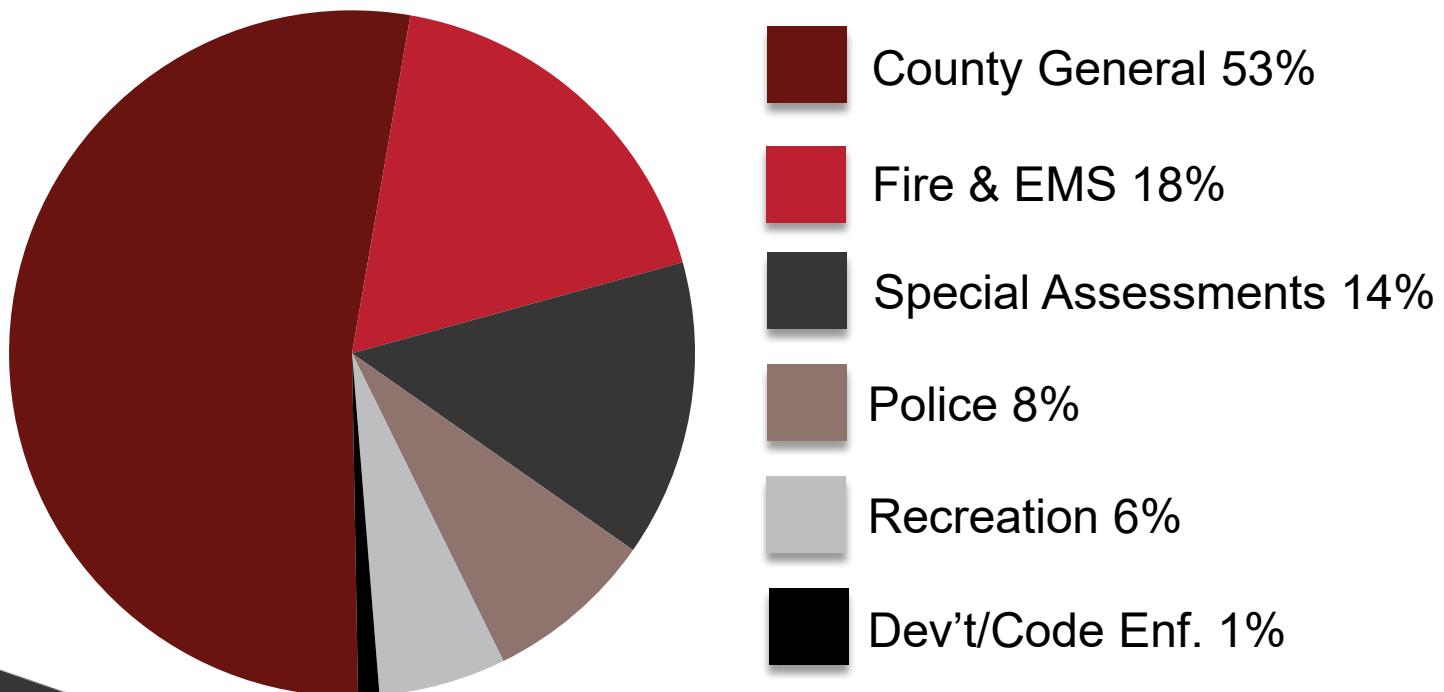
Collections: \$1.4b vs \$1.5b

Transactions: 1.5m vs 1.4m

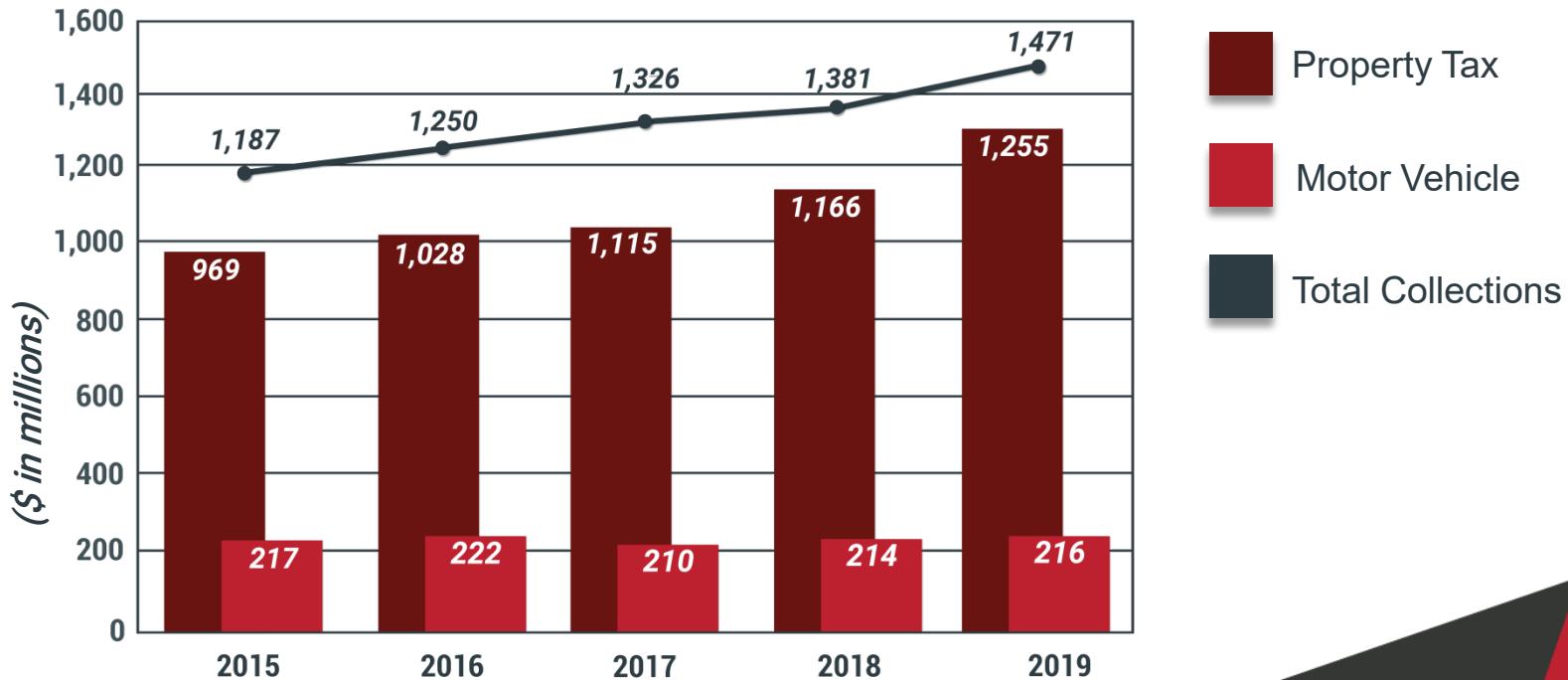
Disbursements to Taxing Authorities



County Breakdown



5-Year OTC Total Collection



Property Tax 2018 vs. 2019

Collections: \$1.2b vs \$1.3b

↗ 7.6% increase

Transactions: 342k vs 349k

↗ 2.0% increase

Parcels: 322k vs 324k

↗ 0.8% increase



5-Year PT Collection Rate

As of 7/31 of the following year

Tax Year	Collection Rate
2015	99.5%
2016	99.4%
2017	99.3%
2018	99.4%
2019	99.2%





Motor Vehicles 2018 vs. 2019



Collections: \$215m vs \$216m

↗ 0.5% increase

Transactions: 1.13m vs 1.08m

↘ 4.7% decrease (DRIVES reset)

Vehicles: 747k vs 780k

↗ 4.5% increase

2020 Key Initiatives

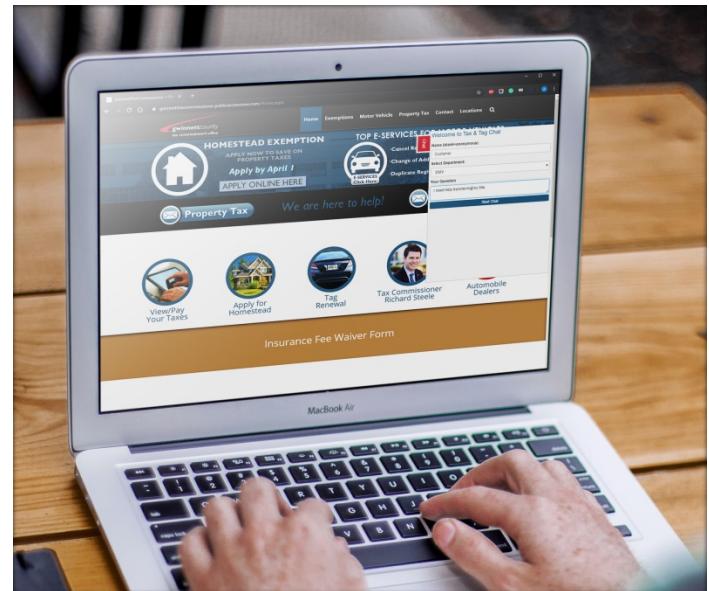
Next-Level Customer Service

- Increase digital and social communications channels
- Increase digital payment usage
- Improve customer feedback

New Communications Channel

Chat/Text

- Soft launch end of 2019
 - Access with any device
 - Very popular



Increase Social Communications

- #Don't Delay Renew Today
 - Boosted Facebook posts
 - Q2 2019: 130k engagements
 - Q2 2020: 1.24m engagements
 - 10x results, \$500 budget



Increase Digital Payment Usage

	2018	2019
Online Tag Renewals ↗ 1.4%	156k	158k
Online PT Payments ↗ 12.3%	38k	43k

Kiosk Transactions

↗ 142%

2018

19k

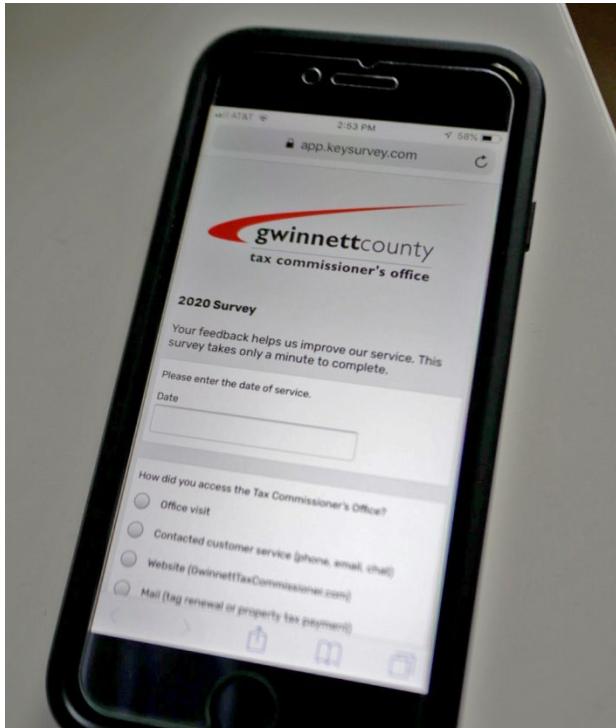
2019

46k

Kiosks



Improve Customer Feedback Channels



- Key Survey
- Automated
- Specific to Service
- Specific to Associate

2021 Key Initiatives

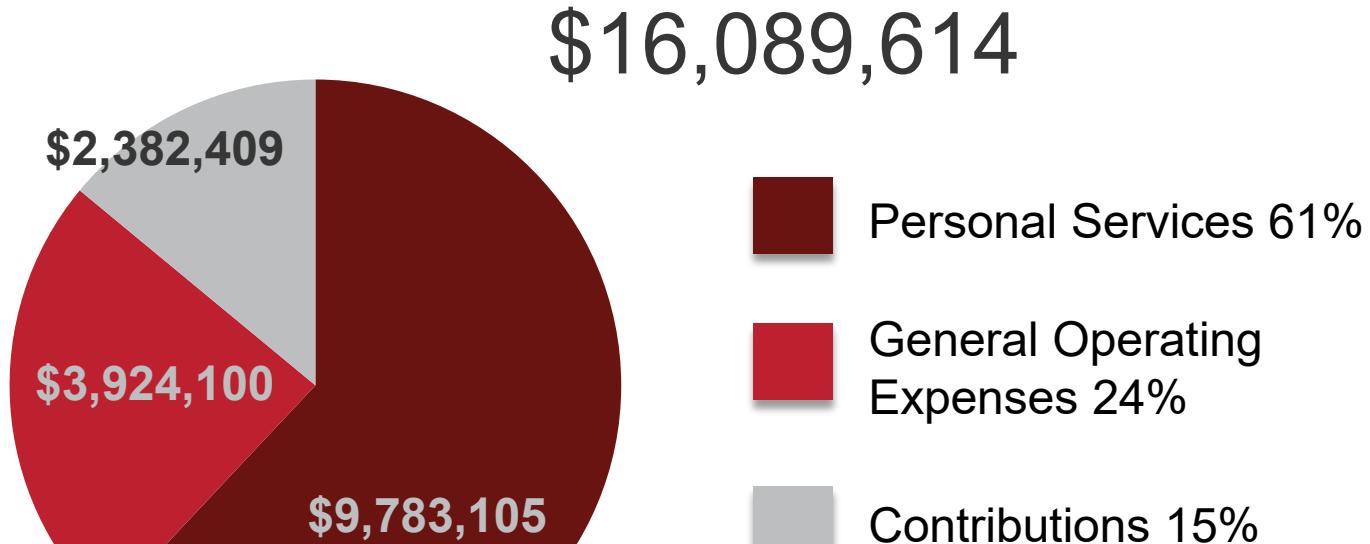
1. Modernize information system
2. Manage & mitigate COVID impact
3. Master new version of DRIVES
4. Optimize public education & outreach

2019 Net Cost of Operations

The fees we collect more than offset the OTC's annual budget.

Expense Offsets	\$17.9 million
Actual Expenses	\$13.5 million
Net Result of Operations	\$4.4 million

2021 Budget Request



Questions?





Thank you.