



# 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





# 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

aitlist for Norcross Tag Office

ple waiting • 1 h36 min estimated wait

INECUT	a few seconds
A	Please return
B	Please return
L	Please return
H	Please return
W	Please return

Waitlist for North Gwinnett Tag Office

22 people waiting • 57 min estimated wait

1. A	Please return
2. S	Please return
3. J	Please return
4. A	35 minutes
5. M	35 minutes
6. R	34 minutes

rs Tag

ted wait

return
return

**Waitlist for Snellville Tag Office**

7 people waiting • 12 min estimated wait

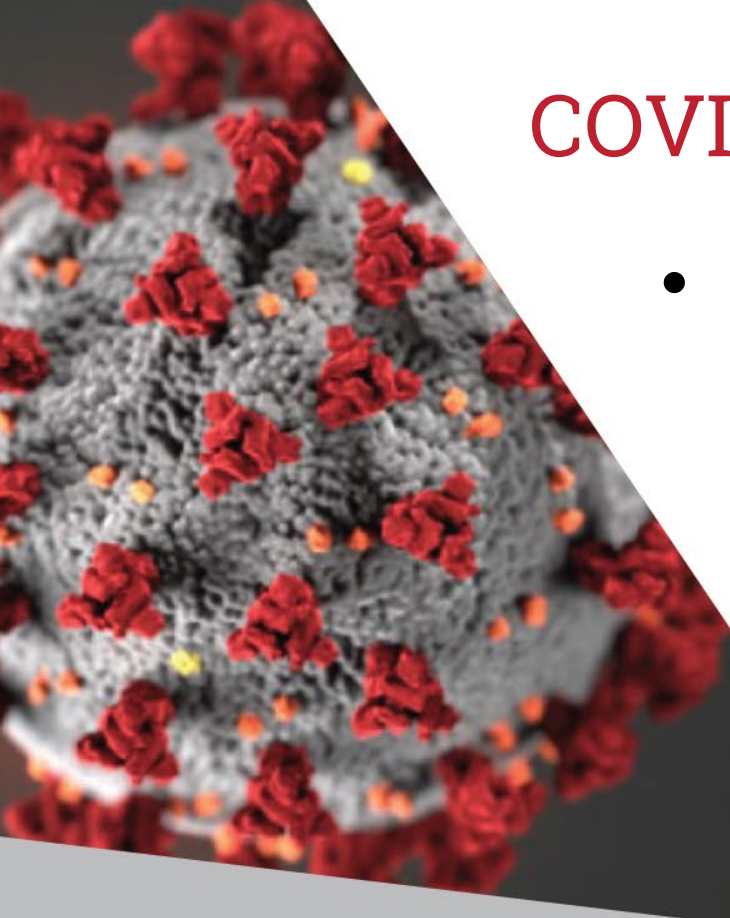
2. K	Please return
3. D	15 minutes
4. F	14 minutes
5. B	7 minutes
6. S	2 minutes
7. D	2 minutes

3. G	21 minutes
4. M	21 minutes
5. P O	19 minutes
6. J B	19 minutes

Number of people waiting

Estimated wait time

At capacity



# 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



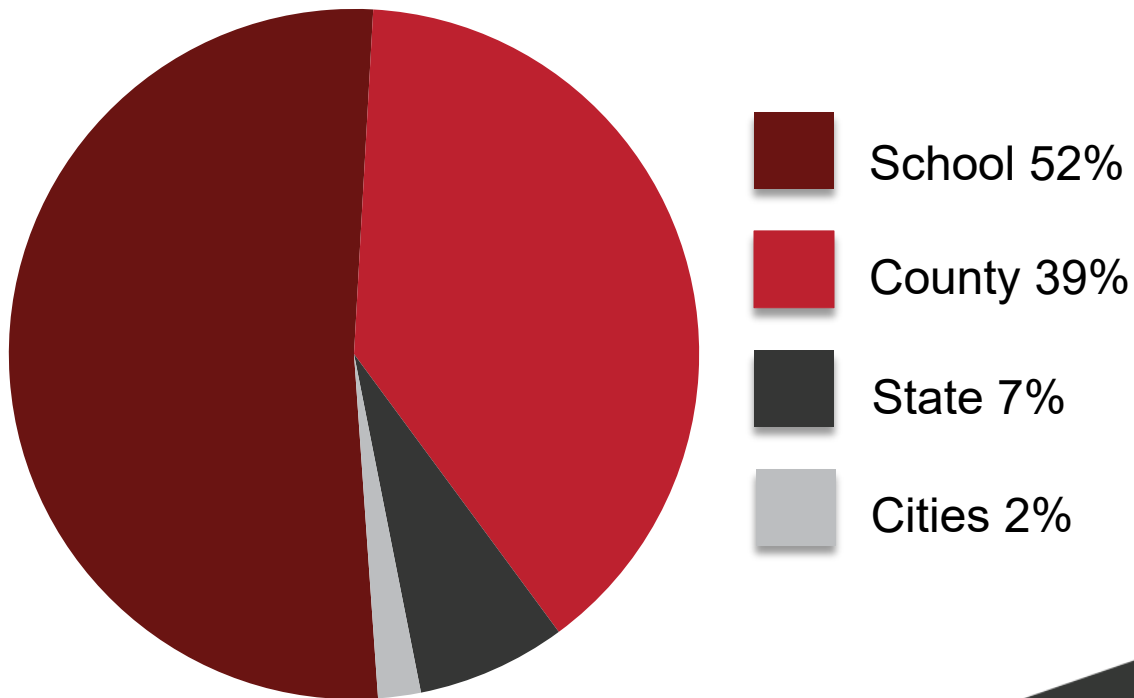
# Tax Commissioner's Office Overview 2018 vs. 2019



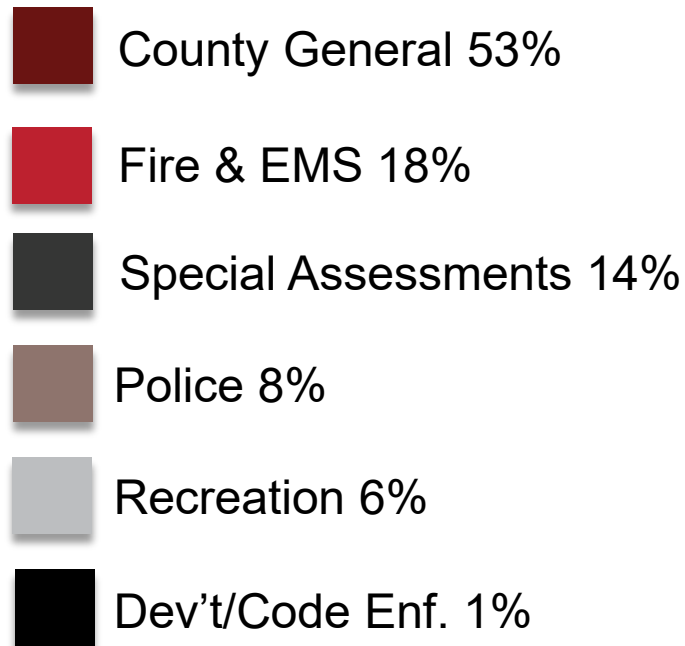
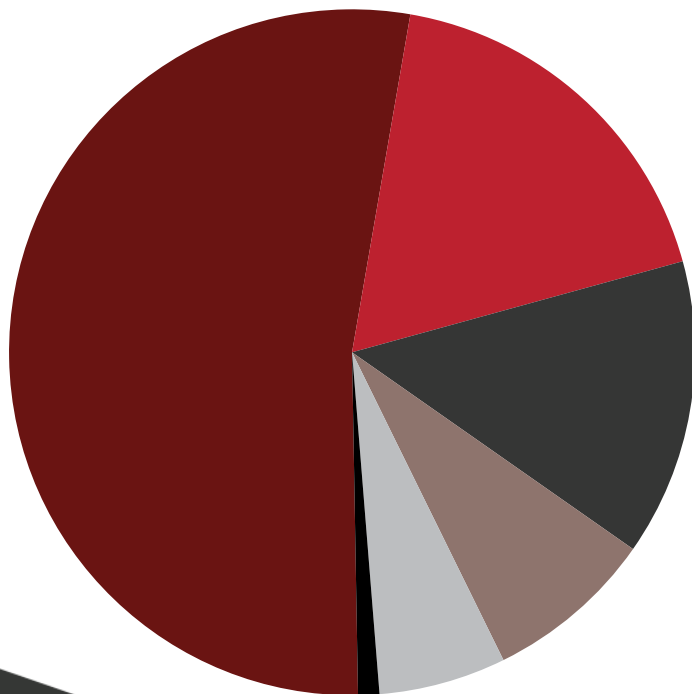
Collections: \$1.4b vs \$1.5b

Transactions: 1.5m vs 1.4m

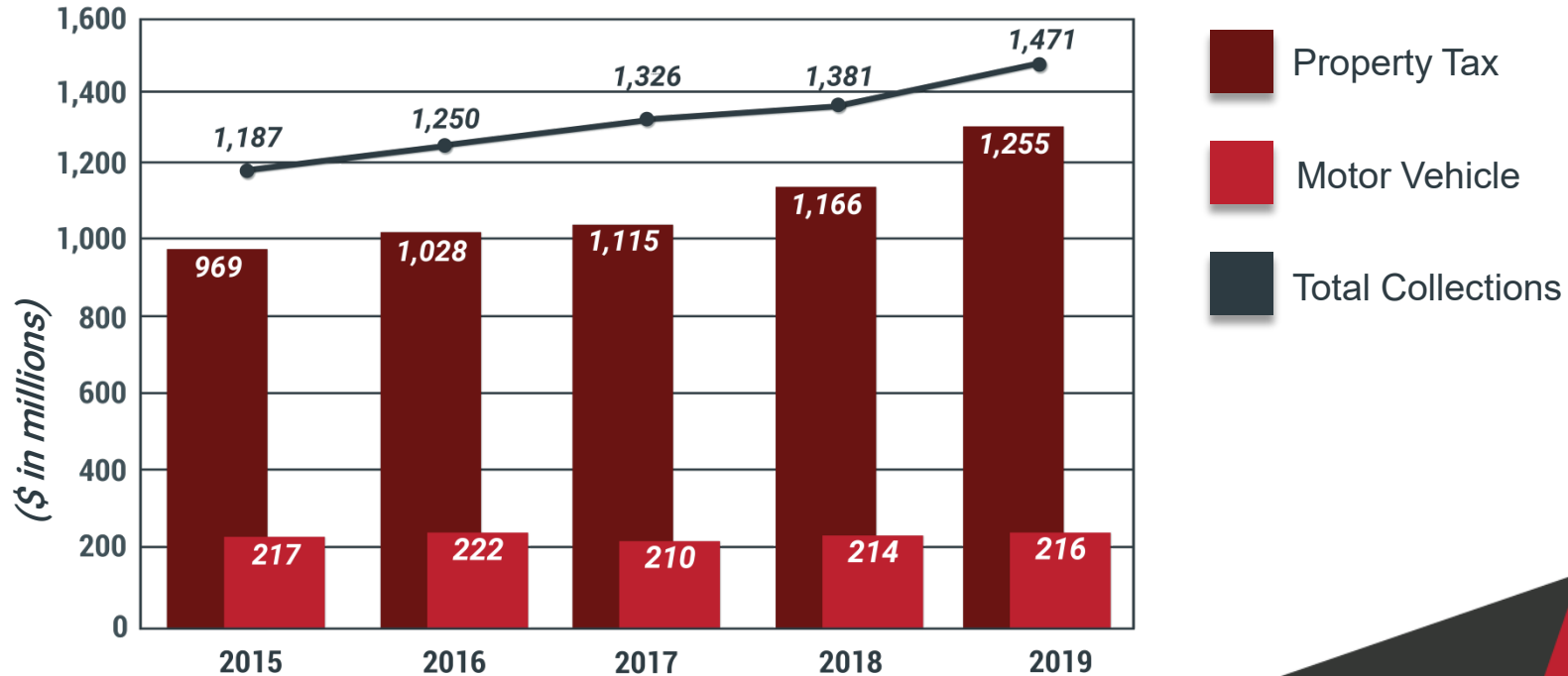
# Disbursements to Taxing Authorities



# 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**

<b>Tax Year</b>	<b>Collection Rate</b>
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2015	99.5%
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2016	99.4%
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2017	99.3%
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2018	99.4%
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2019	99.2%
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# 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

# Kiosks

## Kiosk Transactions

↗ 142%

**2018**

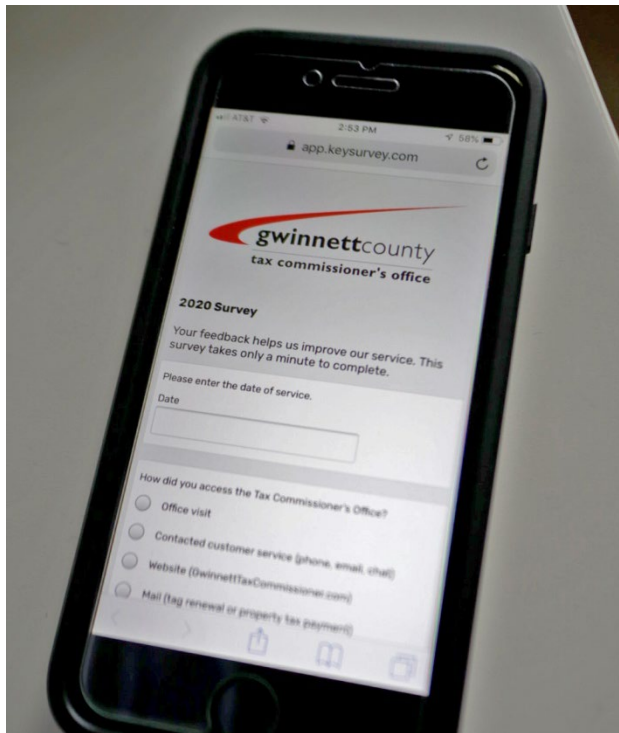
19k

**2019**

46k



# 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
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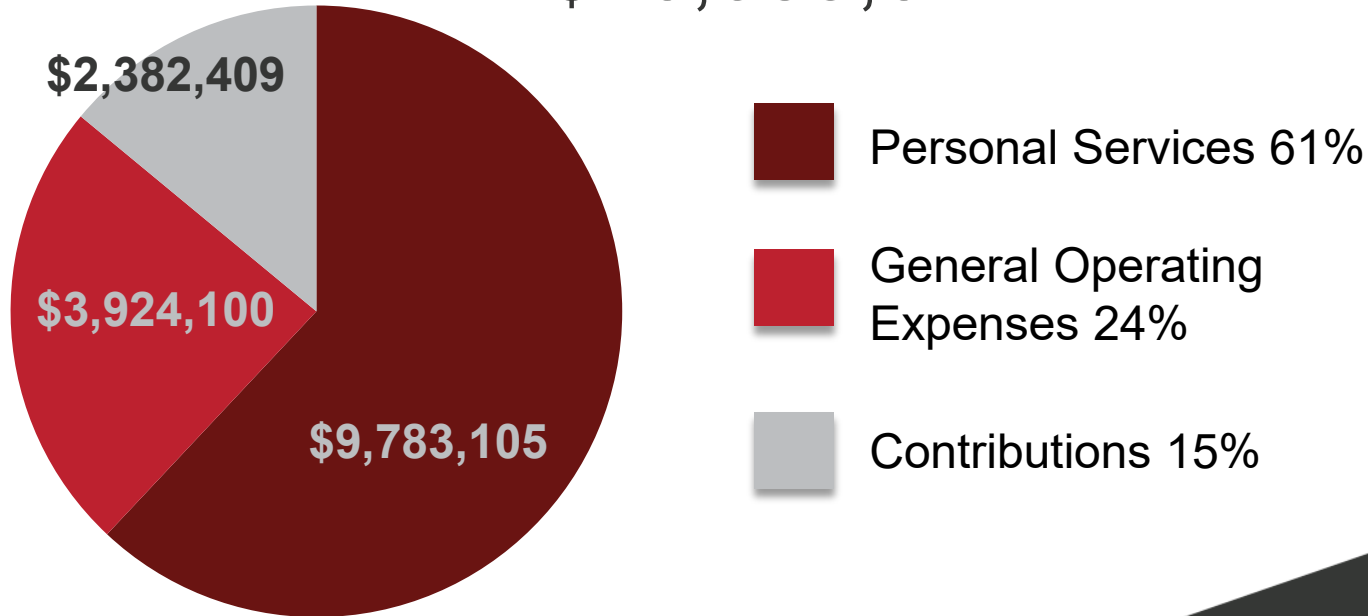
Actual Expenses	\$13.5 million
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Net Result of Operations	<b>\$4.4 million</b>
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# 2021 Budget Request

\$16,089,614



# Questions?





# Thank you.