
**MANATEE COUNTY
TAX COLLECTOR'S OFFICE**

**STRATEGIC PLAN
2016 - 2019**

**INNOVATION. PEOPLE.
SERVICE. FINANCIAL.**



Ken Burton Jr.
Innovating Better Ways to Serve

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The **Mission** of the Manatee County Tax Collector's Office (*MCTC*) is ***"to perform our duties with integrity and respect; focusing on innovation and serving with excellence"***.

Our mission drives every action and decision implemented at the Manatee County Tax Collector's Office. To ensure we stay focused on our mission of excellent service to the 363,369 (July 2015 - www.census.gov) residents of Manatee County, *MCTC* has incorporated a **systematic five-step strategic planning process (SPP)** that sustains, supports and brings balance to our organization and those services provided.

Tax Collectors throughout the State of Florida perform a variety of duties and responsibilities. By providing these important public services, the Tax Collector exercises a valuable leadership role in government. The **Tax Collector (TC)** Ken Burton Jr., duly elected by the citizens of Manatee County since 1992, embraces his leadership role and understands the importance of supporting and strengthening our annual strategic planning process. This cultivates an environment that promotes performance improvement, organizational innovation, organizational learning and fosters, requires and results in legal and ethical behavior. These points are essential: as primary agents for the **Florida Department of Revenue (DOR)** and the **Department of Motorist Services (DMS)** for the collection of local property taxes, motor vehicle and driver license processing, *MCTC* must ensure we are meeting and exceeding the expectations of our organization and our customers.

Decisions made at the Manatee County Tax Collector's Office not only affect local government, but also reach the state level; therefore, it is imperative that we establish and move forward with a Strategic Plan that drives success, achievement of the performance measures and goals set forth for 2016-2019.

THE PLAN DEVELOPMENT PROCESS

The journey *MCTC* embarked on to establish a formalized strategic planning process started when in 2004, Mr. Burton received a letter from the City Manager of Coral Springs, outlining how they incorporated best practices from the Baldrige/Sterling Management model and was a Governor's Sterling Award recipient (later a national Baldrige Award winner). Upon receiving a second letter the following year, he decided to attend the Florida Sterling Conference in May 2005. From this conference he determined that *MCTC* was doing a lot of processes very well, but there were some opportunities for improvement. In the fall of 2005, the Sterling Navigator (survey) was taken by all *MCTC* employees. It identified that our staff was not

engaged and our **key participants** were not communicating well between departments. It was decided in the spring of 2006 our key participants would attend the Sterling conference and we took our first steps in our strategic planning process with the creation of our **Vision, Mission and Values (VMV)** and the formation of our **Best Business Practice Team (BBP Team)**.

The BBP Team was charged to assist the key participants involved in the creation and maintenance of our strategic planning process, with the deployment of our VMV and implementation of best business practices throughout our organization to improve results.

Key participants: the TC, **Ken Burton, Jr.** and the **Senior Team (ST)**. The ST is comprised of the **TC executive assistant** and five Directors from our **key work process teams:** Customer Solutions and Associate Development (**CSAD**), Financial Services (**FS**), Operations (**OP**), Field Services & Collections (**FS&C**) and Information Technology (**IT**),

With these initial components in place, *MCTC* then developed formalized performance measures and goals to achieve our Vision, through strategic priorities and action plans aligned with our Mission. As our strategic plan continued to evolve, we incorporated tools such as our PBL Scorecard Software for strategy development in 2007; added an annual employee SWOT analysis from 2009 - 2015 and adopted an Environmental Assessment Analysis in 2010; all of which have improved the integration of input from our employees, our customers and key suppliers, partners/stakeholders that have ensured our organization stays future focused.

In addition to the above enhancements, *MCTC* enlarged our focus to include what we refer to as our **Key Characteristics**.

PURPOSE

To excel in the collection of taxes and fees and the distribution of funds for state and local government and be a provider of accurate information and excellent customer service.

VISION

Innovating Better Ways to Serve

MISSION

To perform our duties with integrity and respect; focusing on innovation and serving with excellence.

VALUES

- **Customer Focus:** *We strive toward understanding and anticipating what our customers are trying to accomplish and, more importantly, delivering what they truly value.*
- **Innovation:** *We recognize technology as the key to success and consider ourselves pioneers and innovators implementing it into the workplace. We also develop a spirit of inquiry and strive for ongoing education and development.*



- **Future Focus:** We strive to be forward thinking as we plan for change and the future needs of the organization and the community.
- **Integrity and Respect:** We operate openly and hold the highest ethical standards as we embrace diversity and treat our constituents, staff members, vendors and stakeholders with integrity and respect.
- **Teamwork:** We communicate and interact well with colleagues to unleash the power of teamwork throughout our office.
- **Excellence and Accountability:** We take personal ownership for ensuring that we strive for excellence in all aspects of our daily responsibilities.
- **Community and Social Responsibility:** We play an active role in enhancing the quality of life; both personally and as an organization.

**KEY SUCCESS FACTORS
(4 Strategic Objectives)**

Service Innovation People Financial

**CORE COMPETENCIES
(4 Strategic Advantages)**

*Fast and Convenient Service
Integrating Technologies
Knowledgeable and Cross-Trained Staff
Agility*

These **Key Characteristics** continue to be the foundation of our strategic planning process. The chart

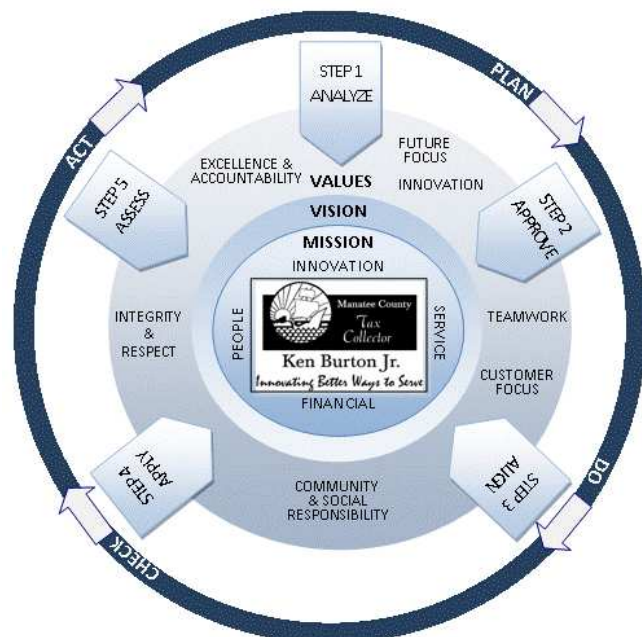


Figure 1.1-1 Leadership System

below (**Figure 1.1-1 Leadership System**) provides a high level view of the Strategic Plan in motion.

In addition, the following pages will provide a comprehensive understanding of each step in MCTCs strategic planning process as well as, bring the process full circle, as outlined in the 2016-2019 Strategic Plan (**Figure 2.2-1 Organizational Scorecard, page 10**).

THE STRATEGIC PLANNING PROCESS

Our strategic planning process encompasses five-steps known as **the key process steps** (**Figure 2.1-1**), the “how” of the Strategic Plan.

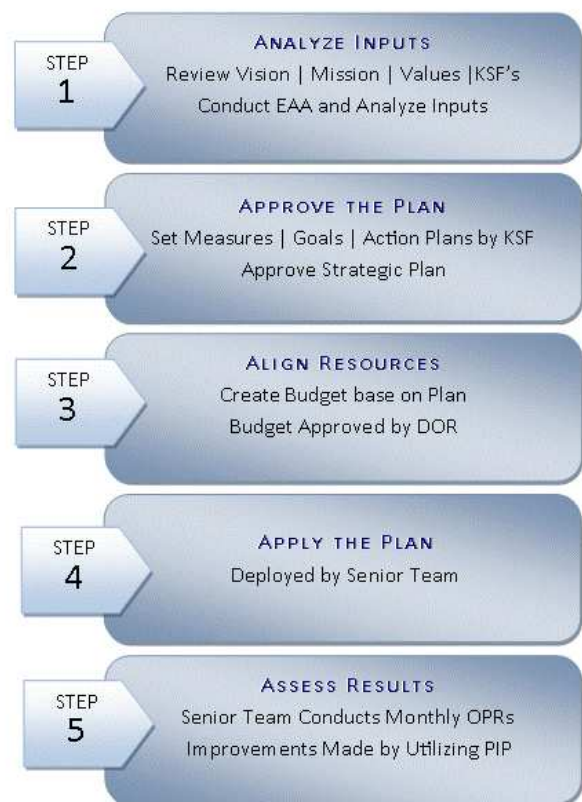


Figure 2.1-1: Strategic Planning Process

These steps help us determine our strategic priorities, performance measures, action plans and goals, which are supported by our four **strategic objectives**, known as **Key Success Factors (KSFs)** which align to our **strategic advantages**, known as our **Core Competencies**. These strategic objectives are the foundation of our short term (1 year) and longer-term (3 year) strategic priorities and create equal focus on our customer **Service**, our services **Innovation**, the employees of **MCTC People** and our partners/ stakeholders **Financial**.



Step 1 - Analyze

The ST invests over two months into preparing and reviewing all inputs gathered and submitted during this first step. The time commitment to this portion of the SPP is significant, because all of the following steps are derived from the inputs analyzed.

The ST starts by reviewing the key characteristics of our organizational culture. These key characteristics are based on the main products and services we provide: (1) the collection of taxes (2) motorist services and (3) government payment processing. If any aspect of our products and services changes (determined during the next requirement in Step 1 - Analyze), we will modify these key characteristics to ensure an accurate strategic focus.

After review of our key characteristics, the **Environmental Assessment Analysis (EAA)** is implemented. This assessment, as stated above, determines if any changes have occurred in our products and services, short and longer-term strategic challenges and strategic advantages (core competencies) and reveals any blind spots that need to be addressed.

The EAA is completed in two parts: an external and internal assessment. The external assessment addresses principle factors for success, such as business and operations strategic challenges and advantages, key human resource challenges and advantages, sustainability trends, community demographics and **Voice Of the Customer (VOC) surveys** which are administered every three years.

The internal assessments are a review of the annual employee satisfaction survey “**Employee Engagement survey (Baldrige)**”, budget reviews, review of performance results and feedback gathered every three years from surveys to our **Key Suppliers, Partners and Stakeholders**.

So how does *MCTC* prepare our EAA? The ST is required to review all assessments and surveys before deployment. We understand that each year technology, legislative mandates and economic factors impact our products and services; so we want to ensure the information we receive from our employees, **key customer groups (VOC)**, and **key suppliers and partners/stakeholders** provides us data reflective of any changes that have occurred. In addition, we interview **subject matter experts (SME)**, in each department to gather key information. This information can then be incorporated into our assessments and surveys: all of which provides us with meaningful inputs to analyze.

Once all surveys are reviewed and updated, the ST deploys via email notifications (*Supplier, Partner, Stakeholder*), via the Intranet (*Baldrige Employee Engagement survey*) and via our handout (2500) units (VOC) for completion: ST provides two weeks for all surveys to be completed and submitted.

Findings from the internal and external assessments are then analyzed by the ST. All information gleaned from these inputs enable the ST, in **Step 2 - Approve**,

Employee Engagement
<ul style="list-style-type: none"> • I can make changes that will improve my work. • I am recognized for my work. • My boss and my organization care about me.
Employee Satisfaction
<ul style="list-style-type: none"> • The people I work with cooperate and work as a team. • My boss encourages me to develop my job skills so I can advance in my career. • I have a safe workplace.

Key Customer Groups
<ul style="list-style-type: none"> • Tax Customer
<ul style="list-style-type: none"> • Motorist Services Customer
<ul style="list-style-type: none"> • Government Contracts

Key Suppliers
<ul style="list-style-type: none"> • Pacific Blue - Web-based property tax collection software (Ptax) • Direct Mail Systems - Provides automated tax bill notices and mailings • Cathedral Corporation – Provides automated DHSMV renewal notices • Mavro Imaging- Imaging, online payments, and remittance processing
Key Partners
<ul style="list-style-type: none"> • DOR - Approves budget and issues rules • DMS - Issues mandates and audits transactions

to put in place strategic priorities to address: operational adjustments and opportunities for innovation in products/services and our business model.



Step 2 - Approve

Based on the results of our EAA, legislative mandates, new technologies, best practices identified, etc., the ST prepares our strategic priorities over the next 1-year (short term), to 3-years (long term). The ST sets measures, targets and action plans for these strategic priorities in this way: our strategic priorities align our performance measures and goals to each KSF. Action plans are then developed for each KSF to ensure performance results will be achieved. For example, if we identify a change in our products and services, our customers and/or markets, based on information received in Step 1 - Analyze, we will introduce strategic priorities and action plans aligned to our **Service** and **Innovation** KSFs. Any key human resources or workforce strategic priorities identified will align under our **People** KSF and all strategic priorities relating to financial resources will align to our **Financial** KSF.

In addition to the above, the ST has to accomplish the alignment and integration of identified measures, targets and action plans throughout the MCTC organization. Included in Step 2 - Approve is the process of inputting our strategic priorities into our departmental and **Organizational Scorecard (OS)** (Figure 2.2-1, page 10), in our PBL Scorecard Software program. How our balanced scorecard system is utilized will be discussed in **Step 4 - Apply**.

As the ST identifies short and long term strategic priorities, we also review our **Mitigation Plan or Emergency Readiness**, every three years. The Mitigation Plan applies to all key work process teams; for example, IT reviews the protection of our work systems, prevention methods such as firewalls, anti-virus software and off-site storage to ensure updated protection of our computer networks and systems are in place. If a critical area is identified during this review, the ST determines what action plans will be developed and deployed.

Step 2 - Approve is completed in workshops over the course of several weeks. The ST utilizes worksheets, our PBL Scorecard and other SPP tools to finalize our Strategic Plan.

Step 3 - Align

The third step in our annual strategic planning process is to align financial resources based on our Strategic Plan. Long-range financial plans are reviewed and adjusted accordingly, such as large capital acquisitions (technology) or branch expansion plans. Daily management cash flow is pulled into alignment with the fiscal budget planning process ensuring adequate

resources are available for day-to-day operations. Each Director prepares their departmental budgets, which are required to be completed and submitted by the end of May. Finally, the ST assess any special budgetary requests, determining if they are in line with our Strategic Plan. Once alignment of financial resources has occurred, all budgetary items are sent to our Financial Services Director for review and evaluation. At that time if there are no changes or when all submissions have been justified, the Financial Directors submits the entire budget to the Tax Collector for his review and approval. The organizational budget is then submitted to the DOR for approval.

To ensure the ST is timely in the completion of our annual SPP, a Calendar of Events (**MCTCSPPCalendarofEvents_1.3, page 7**) is utilized for Steps 1 - 3. This calendar is a reference tool only, as actual action plans are placed in our PBL Scorecard for monitoring and tracking.

Step - 4 Apply

When our organizational budget receives approval from the DOR, the Strategic Plan is deployed. The ST uses a variety of methods discussed below, and ensures all staff of the MCTC organization and key suppliers, partners/stakeholders are included in the process.

Deployment and integration of our Strategic Plan can only be achieved with a systematic process, therefore, it is important to explain “how” the PBL Scorecard Software is utilized in our organization.

Each ST director creates a department scorecard, with measures aligning to the **Organizational Scorecard (OS) or Strategic Plan**, enabling outcomes to be achieved and sustained. The OS and department scorecards are entered into the PBL Scorecard , a communication tool, to enforce systematic reporting, deployment, and the communication of results. The PBL Scorecard Software uses the “stop-light” color coded dashboard system which allows the ST and staff to determine, at-a-glance, the degree of progress we have achieved for our strategic priorities.

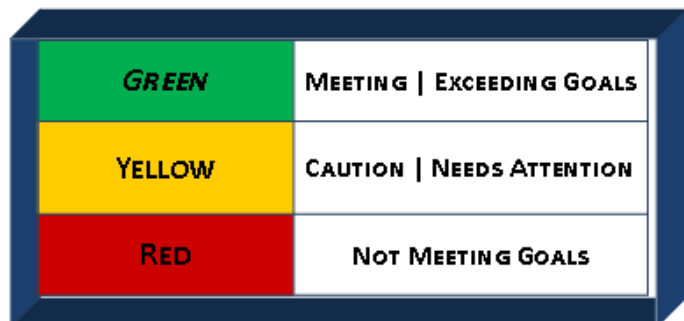


Figure 4.1-1 “Stop-Light” Color-Coded Dashboard System

MCTC STRATEGIC PLAN | CALENDAR OF EVENTS

MONTH	ACTION	RESPONSIBILITY
JANUARY ANALYZE	<ul style="list-style-type: none"> ◆ Preparation for Employee Engagement survey begins. (Annual) ◆ Preparation for the Stakeholder/Vendor/Dealer surveys begins. (Conducted every three (3) years). Includes a review of all current vendors/stakeholders/dealers contact information to ensure accuracy. ◆ Any other documents for review will be included with instructions on what ST needs to have completed before SPP meetings. 	<ul style="list-style-type: none"> ◆ ST lead will provide link to IT for posting with applicable dates. ◆ ST lead will send out all notifications/information and update/review Stakeholder/ Vendor/ Dealer list. ◆ ST lead completes
FEBRUARY ANALYZE	<ul style="list-style-type: none"> ◆ Mid-February the Employee Engagement Survey is available for completion ◆ Employees, Vendors, Partners/Stakeholders, Dealers have 2 weeks to complete survey (conducted every three years) 	<ul style="list-style-type: none"> ◆ IT posts surveys on the Office Web for employees and provides link for email results from Vendor, Partner/Stakeholder, Dealer surveys ◆ ST lead emails surveys
MARCH ANALYZE & APPROVE	<ul style="list-style-type: none"> ◆ Data compiled from Employee Engagement survey available for completion ◆ Mitigation Plan revised (conducted every three years) ◆ Date set for SPP workshops (all day or several smaller sessions) ◆ During SPP workshop ST reviews survey results (includes VOC, if applicable), completes ST SWOT, reviews strategic priorities from previous year, determines any new priorities needed, determines whether priorities need to become measurable metrics on Strategic Plan 	<ul style="list-style-type: none"> ◆ ST lead compiles data ◆ ST lead prepares/updates documents for 20XX SPP workshop ◆ Operations Department Director revises Mitigation Plan with input from ST (conducted every three years)
APRIL APPROVE	<ul style="list-style-type: none"> ◆ SPP workshops are completed by mid-April ◆ Outcomes decisions and budget driving issues are agreed upon and results posted on –R– drive ◆ Budget process notification sent to ST by the end of May 	<ul style="list-style-type: none"> ◆ ST lead ensures that docs are posted from SPP workshops ◆ All budget clarifications/info emailed ◆ Financial Services Director sends budget notification
MAY ALIGN	<ul style="list-style-type: none"> ◆ ST reviews strategic priorities, prepares budgets, holds more workshops if warranted by local government decisions, legislative initiatives and/or any other mandates ◆ Budget line item requests due by beginning of May ◆ Department budgets due to Financial Services Director no later than May 31st 	<ul style="list-style-type: none"> ◆ ST ◆ ST ◆ ST
JUNE ALIGN	<ul style="list-style-type: none"> ◆ Finalize all strategic priorities 	<ul style="list-style-type: none"> ◆ ST lead will facilitate discussion at monthly OPR meeting and finalize all documents.

MCTCSPPCalendarofEvents_1.3



As referenced in (Figure 4.1-1) page 6, measures in green are communicated throughout the organization via “pass downs”, to be recognized and celebrated during weekly home team meetings and then continue to be monitored. Measures in yellow and red trigger a call to action. Interdisciplinary Process Improvement Teams (IPITs) may be formed to identify issues, analyze outcomes and modify plans, as needed. If a modification of a plan does occur, changes are also communicated via “pass downs”, revised plans are executed and continuously re-measured until in the green.

In addition to the above, during our weekly home team meetings, all staff recite our Mission at the beginning of each meeting and a Core Value of the week is displayed on scorecards and meeting agendas. This, along with the ST monthly Organizational Performance Review Meetings (OPRs) to be outlined in Step 5 - Assess, all ensure deployment of our Strategic Plan on a continual basis.

Other methods of deployment, outside of our PBL Scorecard Software are: our Intranet displays our VMV, our Vision is stated on all employee badges, posters and workstations and new employees learn about our VMV through employee orientation.

As our key suppliers, partners/stakeholders are not participants in our PBL Scorecard Software, MCTC utilizes other forms of communication to ensure alignment and deployment of our Strategic Plan: emails, letters, phone calls, meetings, conferences and contract renewals, as needed.

By continually deploying the progress of our strategic priorities to MCTC staff and key suppliers, partner/stakeholders we achieve a “buy in” which is required to have a successful strategic plan.

Step – 5 Assess

The final step of MCTCs five step systematic strategic planning process is to Assess. The ST completes this step monthly, through our Organizational Performance Review Meetings. During these meetings the ST monitors performance results of our four Key Success Factors: Service, Innovation, People & Financial, as shown on the OS/Strategic Plan (Figure 2.2-1, page 10). We look to see if performance results are meeting established goals and if they are not, then ST puts into motion the Performance Improvement Process (PIP) (Figure P.2-2: Performance Improvement Process). This process helps guide and direct the design, execution and evaluation of our perfor-

mance improvement activities and work systems. This process was explained under Step 4 - Apply in relation to our deployment methods and PBL Scorecard Software, but it is a specific process that can be applied outside of the scorecard program: PLAN DO CHECK ACT.

The key elements of this step simply allow the ST to effectively identify if we are on task with our strategic focus, strategic advantages (Core Competencies), strategic priorities and our overall Strategic Plan.

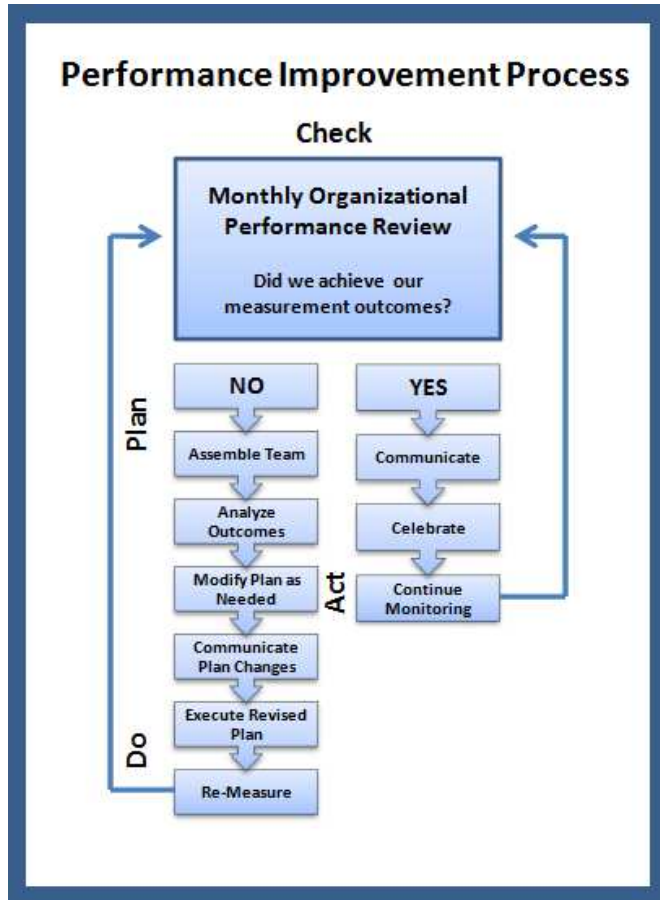


Figure P.2-2: Performance Improvement Process

SO WHAT DOES ALL THIS MEAN?

It leads to our current Strategic Plan.





Manatee County Tax Collector

STRATEGIC PLAN 2016-2019

The Manatee County Tax Collector’s current Strategic Plan is displayed in **Figure 2.2-1, page 10**. Aligned to each strategic objective is performance measures, goals and action plans to guide and provide benchmarks for 2016-2019.

SERVICE

We understand executing quality customer service is essential to our organizations’ success.

Performance Measures

- % Overall Customer Satisfaction

INNOVATION

Integrating substantial technologies is key to maintaining our sustainability. As the latest technologies drive our customers’ expectations and impact the services we provide.

Performance Measures

- Average Branch Wait Time—% Q-Matic Standard Met
- % Tourist Tax Transactions Processed by eCommerce.
- % Property Tax Processed by eCommerce *Less Mortgage Payments*
- % of Internet *Motor Vehicles*
- % LAN System Uptime.

PEOPLE

Attracting and retaining knowledgeable staff is integral to providing quality customer service.

Performance Measures

- % Overall Employee Engagement/Satisfaction.
- % Overall Employee Security/Safety Satisfaction.

FINANCIAL

Performing Our Duties with Excellence.

Performance Measures

- # of External Audit Findings.
- % of Funds Issued Within Statutory Requirements.

CONCLUSION

Our perpetual goal of strategic planning is to ensure *MCTC* accurately identifies our strengths, weaknesses, opportunities, and threats; appropriately sets challenging goals and objectives; and effectively allocates our resources to realize our **Vision** and achieve our **Mission: “To perform our duties with integrity and respect; focusing on innovation and serving with excellence.”**

STRATEGIC PLAN | ORGANIZATIONAL SCORECARD 2016-2019

KEY SUCCESS FACTOR (KSF)	PERFORMANCE MEASURE	2016/17 GOALS	2017/18 GOALS	2018/19 GOALS
<p>SERVICE <i>Executing Quality Customer Service</i></p>	<ul style="list-style-type: none"> TC: % Overall Customer Satisfaction 	95%	95%	95%
<p>INNOVATION <i>Integrating Substantial Technologies</i></p>	<ul style="list-style-type: none"> CSAD: Average Branch Wait Time - % Q-Matic Standard Met FSC: % Tourist Tax Transactions by eCommerce OP: % Property Tax by eCommerce <i>Less Mortgage Payments</i> OP: % Internet <i>Motor Vehicles</i> IT: % LAN System Uptime 	85% 88.5% 25% 47% 99.99	85% 89% 27% 49% 99.99	85% 89.5% 29% 50% 99.99
<p>PEOPLE <i>Attracting and Retaining Knowledgeable Staff</i></p>	<ul style="list-style-type: none"> TC: % Overall Employee Engagement/Satisfaction TC: % Overall Employee Security/Safety Satisfaction 	98% 95%	98% 95%	98% 95%
<p>FINANCIAL <i>Performing Our Duties with Excellence</i></p>	<ul style="list-style-type: none"> TC: # External Audit Findings FS: % Funds Issued Within Statutory Requirements 	0 100%	0 100%	0 100%

Figure 2.2-1 Strategic Plan/Organizational Scorecard

GLOSSARY

A

Align - Step 3 of the strategic planning process. The budget is created by aligning resources based on the strategic plan. The budget is then sent to the DOR for approval.

Analyze - Step 1 of the strategic planning process. The ST reviews the current vision, mission, values and KSFs and conducts an EAA to determine strategic challenges and advantages (core competencies) and to ensure blind spots are revealed and addressed.

Apply - Step 4 of the strategic planning process. The DOR approves the budget. The strategic plan is deployed by the ST on October 1st.

Approve—Step 2 of the strategic planning process. Based on the results of the EAA (Step 1), the ST sets the measures, targets, and action plans by KSF and approves the strategic plan and creates the OS.

Assess - Step 5 of the strategic planning process. Performance results of the OS are systematically monitored on a monthly basis by the ST through OPRs. The ST communicates results to their employees through weekly home team meetings to gauge the progress of action plans. The PIP is utilized should performance results reflect trends not meeting goals.

B

Best Business Practices Team (BBPT) - Team formed to drive innovation, implement process improvements, and help deploy the Baldrige/Sterling criteria for performance excellence.

C

Cathedral Corporation - Key supplier. Printing company that provides automated DMS renewal notices.

Core Value of the Week - A different MCTC core value is displayed each week on home meeting agendas. The ST gives weekly recognition for employees who go above and beyond in demonstrating a core value each week which support our vision and mission.

Customer Solutions and Associate Development (CSAD) - Key work process managed by the Current Collections Director.

D

Direct Mail Systems - Key supplier. Printing company that provides automated tax bill notices and mailings.

Department of Motorist Services (DMS) - Key partner. The DMS issues motor vehicle mandates and

conducts annual license plate audits to ensure accuracy.

Department of Revenue (DOR) - Key partner. The DOR approves the MCTC annual budget and issues operating mandates.

E

Emergency Management Process (EMP) - MCTC partners with the Manatee County Emergency Operations Center (MCEOC) to ensure emergency readiness in the event of a natural or man-made disaster in Manatee County. The MCTC EOC Coordinator participates in the MCEOC meetings and trainings to ensure county-wide emergency protocol is integrated into the MCTC EMP and Mitigation Plan.

Environmental Assessment Analysis (EAA) - Annual assessment conducted during strategic planning process. The EAA is completed in two parts: an external and internal assessment. The external analysis addresses principle factors for success such as business and operations strategic challenges and advantages, key human resource challenges and advantages and sustainability trends. A VOC survey is deployed every three years and research is conducted on market and industry trends, benchmarks, technology, legislative and regulatory changes, and economic and financial trends. Subject matter experts in each department are interviewed to gather key information and any pertinent changes in their area. The internal assessment consists of SWOT analysis, review of customer and employee satisfaction surveys, budget review, review of previous year performance results and feedback gathered from key vendors, partners/stakeholders and dealers. Findings from the EAA are analyzed and incorporated into the strategic plan.

EOC Coordinator - Oversees and facilitates the EMP and deploys the Mitigation Plan. Also, participates in the MCEOC meetings and trainings to ensure county-wide emergency protocol is integrated into the EMP and Mitigation Plan.

Ethics and Conflict of Interest - Policy contained in the Employees handbook which outlines ethical standards and expectations. Employees are required to sign a statement acknowledging understanding of policies contained within the Employee Handbook.

Ethics Oath - Staff reaffirms commitment to Code of Ethics contained in the Employee Handbook and signs statement annually.

F

Field Services and Collections (FS&C) - Key work process managed by the Field Services and Collections Director.

Financial KSF - MCTC's most important financial objectives and performance measures.

Financial Services (FS) - Key work process managed by the Financial Services Director.

Full Time Equivalent (FTE)

G

Government Customers (GVC) - Key customer group utilizing our government payment processing product and services

H

Home Team - Meetings conducted weekly by the Director/Manager in each department utilizing standardized agendas from the PBL scorecard to communicate, provide recognition, deploy action plans, monitor performance, and conduct department business as needed. MCTC's mission is recited by staff at the beginning of each meeting.

I

Information Technology (IT) - Key work process managed by the Information Technology Director.

Innovation KSF - MCTC's most important process and innovation objectives and performance measures.

Interdisciplinary Process Improvement Team (IPIT) - Teams assembled for the purpose of improving performance results through process improvements utilizing our Performance Improvement Process (PIP).

K

Key Success Factor (KSF) - Key Success Factors (KSFs). Our most important strategic objectives, performance measures, goals and action plans which allow us to achieve our mission and vision are aligned to our four Key Success Factors (1) Service, (2) Innovation, (3) People, (4) Financial.

M

Malcolm Baldrige, Are We Making Progress? (Baldrige) - Survey made available from the National Institute of Standards and Technology based on the Malcolm Baldrige criteria for performance excellence. Survey allows an organization to survey their employees to identify opportunities for improvement, satisfaction and engagement.

Manatee County Tax Collector's Office (MCTC)

Mavro Imaging - Key supplier. Provides imaging, online payments, and remittance processing.

Mitigation Plan - Plan which documents priorities, procedures, and action plans for emergency preven-

tion and response as aligned to our EMP and administered by the MCTC EOC Coordinator.

Motorist Services Customer (MSC) - Key customer group utilizing our motor vehicle and driver license product and services.

O

Operations (OP) - Key work process managed by the Operations Director.

Organizational Performance Reviews (OPRs) - Meetings conducted monthly by the ST utilizing standardized agendas from the PBL scorecard to monitor performance results of the four KSFs on the OS against established goals and to ensure utilization of the PIP when performance results are not meeting goals.

Organizational Scorecard (OS) - Incorporates the performance measures, goals, and action plans of the four KSFs. The OS is also electronically displayed, deployed, and communicated through our PBL scorecard and communication software.

P

Pacific Blue - Provides web-based property tax collection software (Ptax).

Pass Downs - Communication method provided through PBL scorecard software whereby recognitions, agenda items and discussion items are "passed down" to the departments from the ST.

Pass Ups - Communication method provided through PBL scorecard software whereby recognitions, agenda items and discussion items are "passed up" to the ST from departments.

PBL Scorecard - Process-Based Leadership (PBL) software used to deploy strategy, monitor performance and communicate results.

People KSF - MCTC's most important workforce objectives and performance measures.

Performance Improvement Process (PIP) - Systematic process used to guide and direct the design, execution, and evaluation of our performance improvement activities and work systems.

Ptax - Property tax payment system used to collect and process property taxes.

S

Senior Team (ST) MCTC is led by Ken Burton, Jr., TC, five directors and his executive assistant who comprise the *Senior Team*.

Service KSF - *MCTC's* most important customer service objectives and performance measures.

Subject Matter Expert (SME) - Employees who have acquired the knowledge and experience necessary to perform specialized transactions with extreme accuracy.

Succession Plan - Plan which identifies the necessary skills, talents, and education level desired for successors in each department (key work process) which enables the ST to identify and develop leaders to ensure business continuity.

SWOT Analysis - Planning tool conducted by the *ST* during the annual strategic planning process as part of the *EAA* where strengths, weaknesses, opportunities and threats affecting *MCTC* are identified.

Strategic Planning Process (SPP) - Annual systematic planning process used to create the strategic plan by setting direction and establishing key performance measures, goals and action plans aligned to our KSFs.

T

Tax Collector (TC) - An independent Constitutional Officer as outlined in Article VIII of the Florida Constitution. There are sixty-four *TCs* in the state of Florida whose terms are 4 years.

Tax Customers (TXC) - Key customer group utilizing our tax collection products and services. Key requirements and performance measures.

V

Vision, Mission, Values (VMV) - *MCTC's* vision, mission and values.

Voice of the Customer (VOC) - *MCTC's* survey conducted to determine what is most important to our customers when they visit/interact with our office.



Ken Burton Jr.

Innovating Better Ways to Serve