



TAXPAYERS

ANNUAL REPORT 2024

Empowering our community, one customer at a time.



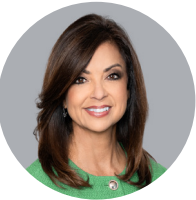
HILLSBOROUGH COUNTY TAX COLLECTOR
NANCY C. MILLAN AND SENIOR LEADERSHIP TEAM

A MESSAGE FROM YOUR TAX COLLECTOR,
NANCY C. MILLAN

I am pleased to present our Fiscal Year 2024 Taxpayers Annual Report, which showcases our accomplishments, performance results, and strategic vision for the future.

This comprehensive report demonstrates our commitment to transparency, efficiency, and exceptional service. Throughout 2024, the Tax Collector’s Office has achieved significant milestones while successfully navigating challenges, showcasing our resilience through enhanced technology, and expanded community outreach programs. These improvements have strengthened public trust and service delivery. As we move into 2025, we remain focused on addressing our community’s evolving needs.

Thank you for your continued trust and support. I look forward to serving you in the years ahead.



Warm Regards,
Nancy
Nancy C. Millan

About the Office of Tax Collector

In the state of Florida, the elected position of County Tax Collector is a constitutional officer outlined in Article VIII of the Florida Constitution. The primary responsibility of Tax Collectors is to collect and distribute local property taxes to fund vital services such as schools, roads, cities, and parks as well as provide state services at the local level as outlined in Florida Statute. Tax Collectors in the state of Florida are elected to serve every four years in the presidential election year.

**SENIOR
LEADERSHIP
TEAM**

- NANCY MILLAN**
HILLSBOROUGH COUNTY
TAX COLLECTOR
- JENNIFER CASTRO**
CHIEF DEPUTY TAX COLLECTOR
- DAWN ANTINORI**
DIRECTOR, QUALITY
MANAGEMENT
- TORY DAVIS**
DIRECTOR, COMMUNICATIONS
& COMMUNITY RELATIONS
- TINA DECAIRE**
DIRECTOR, HUMAN RESOURCES
- DALE HOFFMAN**
DIRECTOR, FACILITIES &
SUPPORT OPERATIONS
- JOE KYNION**
DIRECTOR, INFORMATION
TECHNOLOGY
- EMERALD PARKER**
DIRECTOR, PROCESSING
OPERATIONS
- BERNICE RICHARDSON**
DIRECTOR, BRANCH OPERATIONS
- JUSTYNA SWIEBOCKI**
DIRECTOR, FINANCE &
ACCOUNTING

The Hillsborough County Tax Collector’s Office is responsible for collecting and distributing local property, tangible, business, and tourist development taxes.

As an agent for the Florida Department of Highway Safety and Motor Vehicles, we provide motor vehicle, vessel and mobile home titles and registrations, issue disabled parking permits, issue driver licenses and ID cards, and administer written tests and road tests. We also collect tolls and clear toll violations as part of motor vehicle transactions.

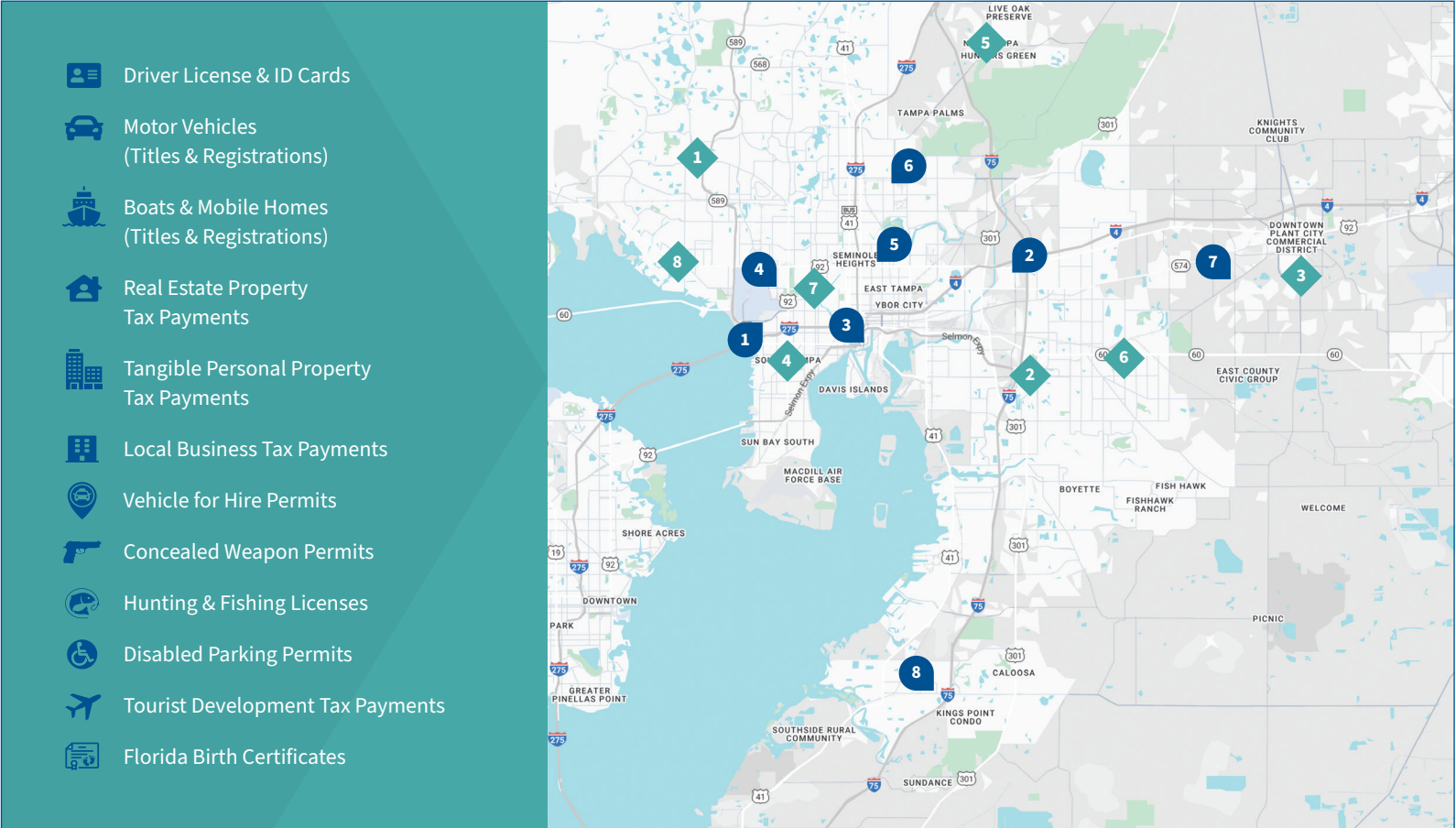
We also partner with other state and local government agencies to issue certified copies of Florida birth certificates and to provide concealed weapons permits, vehicle for hire permits, and hunting and fishing licenses.

The taxes and fees we collect are distributed in accordance with Florida Statute to the appropriate agency or municipality to fund vital services at the state and local levels.

Dedicated to Serving You

As Hillsborough County continues to grow, the Tax Collector’s Office maintains its commitment to expanding service accessibility for our community. This year marks a significant milestone as we served over 1 million customers in our branch offices. One impactful improvement has been streamlining the toll violation clearance process—customers who previously faced registration renewal barriers due to toll violations can now resolve these issues directly through our office, eliminating the need for multiple visits.

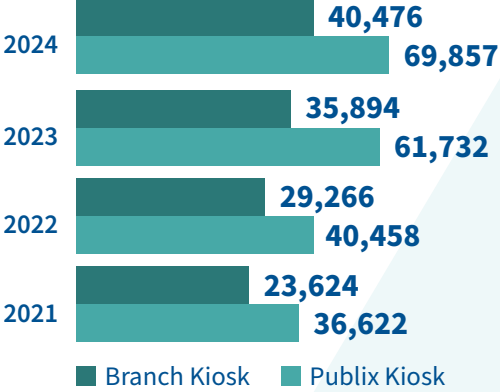
In FY 2023, we cleared over 20,000 toll violations, and that number increased to more than 25,000 in FY 2024, demonstrating the significant value of this service enhancement. Registration renewal kiosks—located in Tax Collector offices and select Publix locations—continue to serve as convenient alternatives for our customers. We are actively exploring opportunities to expand both our online services with same-day pickup options and express services, reflecting our ongoing dedication to meeting our community’s evolving needs through innovative solutions.



Branch Customers Served
Excludes Branch Kiosk Customers



Kiosk Utilization
Transaction Trends



- OFFICES** ♦ Indicates kiosk at location
- AAA Westshore**
1701 N. Westshore Blvd. | Tampa, FL 33607
 - Brandon** ♦
3030 North Falkenburg Road | Tampa, FL 33619
 - Downtown (Main)** ♦
601 East Kennedy Boulevard
County Center, 14th Floor | Tampa, FL 33602
 - Drew Park** ♦
4100 West Martin Luther King, Jr. Boulevard
Tampa, FL 33614
 - East Tampa**
2814 E. Hillsborough Avenue | Tampa, FL 33610
 - North Tampa** ♦
3011 University Center Drive, Suite 150
Tampa, FL 33612
 - Plant City** ♦
4706 Sydney Road | Plant City, FL 33566
 - Southshore** ♦
406 30th Street SE | Ruskin, FL 33570

REGISTRATION RENEWAL KIOSKS

- Shoppes of Citrus Park Publix**
7835 Gunn Hwy. | Tampa, FL 33626
- Lake Brandon Plaza Publix**
11255 Causeway Blvd. | Brandon, FL 33511
- Publix at Walden Woods**
2202 James L Redman Pkwy. | Plant City, FL 33563
- Dale Mabry Shopping Center**
1313 S Dale Mabry Hwy | Tampa, FL 33629
- New Tampa Center**
19034 Bruce B Downs Blvd. | Tampa, FL 33647
- Valrico**
1971 E. State Road 60 | Valrico, FL 33594
- West Tampa Area**
2724 W. Hillsborough Ave | Tampa, FL 33614
- Town n’ Country**
8701 W. Hillsborough Ave | Tampa, FL 33615

Customer Satisfaction

We take great pride in delivering amazing service to our customers.



115.4K

OVERALL SURVEY RESPONSES

93.9%

FY24 OVERALL CUSTOMER SATISFACTION RATING (EXCELLENT & VERY GOOD RATINGS)

88.6%

OF OUR CUSTOMERS RATED OUR SERVICE AS EXCELLENT IN FY24

Google Star Rating

Measure of performance based on customer reviews ratings range from 1 to 5 stars

★★★★★
4.87

OVER 11,000 REVIEWS IN FY24



Transactions & Collections

SERVICE	TRANSACTIONS	COLLECTIONS
Birth Certificate	5,974	\$107,226.50
Business Tax	56,593	\$2,630,668.45
Concealed Weapon License	1,811	\$168,018.00
Driver License	354,347	\$18,102,302.28
Hunting & Fishing	2,241	\$143,044.20
Miscellaneous	1,040	\$1,348,265.51
Motor Vehicle & Dealers	1,410,909	\$111,008,249.25
Property Tax	578,827	\$3,304,871,345.64
Toll Violations	25,588	\$1,517,907.59
Tourist Tax	5,393	\$65,038,773.95
Vehicle for Hire	1,740	\$252,100.00
Totals	2,444,463	\$3,505,187,901.37

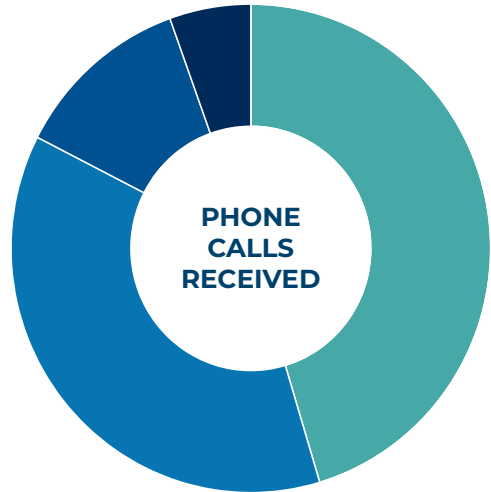
70%

INCREASE IN NUMBER OF ROAD TESTS CONDUCTED IN FY24

In FY 2024, our dedicated team achieved a remarkable 70% increase in the number of road tests conducted compared to the previous fiscal year. Through their commitment and strategic efforts, we enhanced driver license services by allocating additional resources and streamlining the testing process.

These improvements ensure we meet the needs of Hillsborough County’s growing population while maintaining exceptional service standards.

Call Center Stats

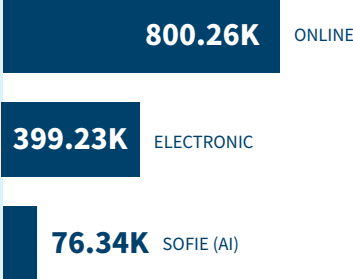


- Driver License/ID Card **166,888**
- Motor Vehicles **157,093**
- Property & Business Tax **41,086**
- Miscellaneous **16,838**



Online Presence

Interactions with our customers online



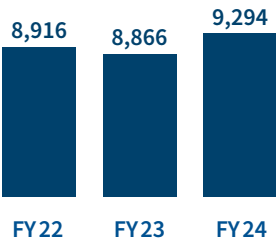
Same Day Mail Payment Processing

in FY 24



Transactions per Customer Service Representative

Measure of Productivity of Front Line Staff



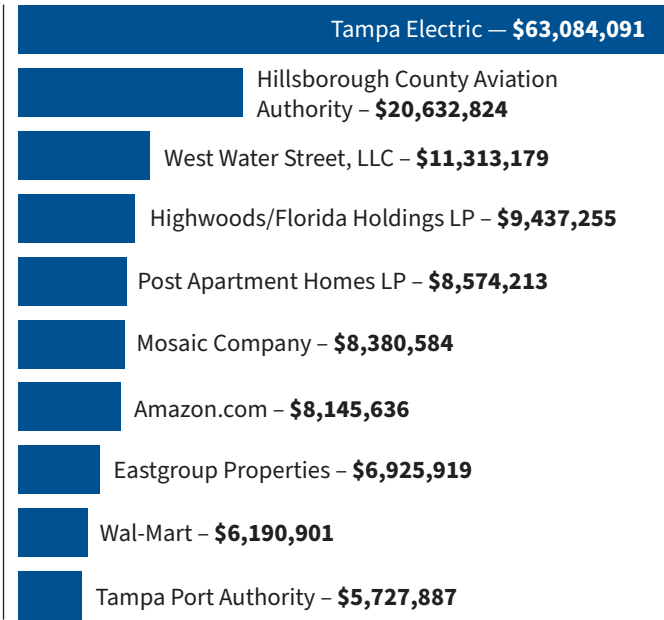
Tax Collector Revenue Earned

Commissions & Fees

DESCRIPTIONS	AMOUNT	%
Property Tax Commissions	\$56,823,136.21	77.32%
Motor Vehicle Fees	\$6,320,555.22	8.60%
Drivers License Fees	\$3,488,023.70	4.75%
Delinquent Commissions (5%)	\$3,417,525.76	4.65%
Interest Earnings - Investments	\$1,401,702.58	1.91%
Business Tax Fees	\$635,073.30	0.86%
Tourist Development Tax Commissions	\$487,768.16	0.66%
Postage Costs Recovered	\$223,372.42	0.30%
Vehicle For Hire Fees	\$150,772.00	0.21%
Other Income - General Fund	\$116,360.52	0.16%
Tax Certificate Redemption Fees	\$101,687.50	0.14%
Tax Deed Application Fees	\$79,950.00	0.11%
Other Income - Motor Vehicle Fund	\$40,922.61	0.06%
Other Income - Tax & License	\$40,869.57	0.06%
Interest Earnings - Local T&L	\$32,609.94	0.04%
Concealed Weapons License Fees	\$31,610.00	0.04%
Birth Certificate Fees	\$29,462.50	0.04%
Advertising Cost Fees	\$27,642.13	0.04%
Tangible Court Fees	\$17,847.92	0.02%
Tourism Marketing District Fees	\$13,388.63	0.02%
Tangible Warrant Fees	\$7,231.18	0.01%
Game & Fish License Fees	\$3,865.20	0.01%
Sales Tax Fees	\$1,560.00	0.00%
Total Commissions & Fees	\$73,492,937.05	100%

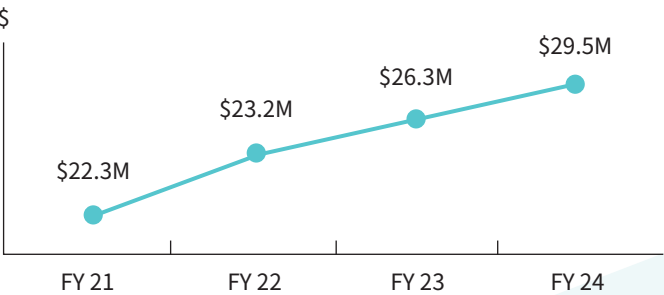
Who Paid?

Total Levied on Top 10 Taxpayers for FY 2024



Excess Fees

Total Excess Fees Returned to Hillsborough County



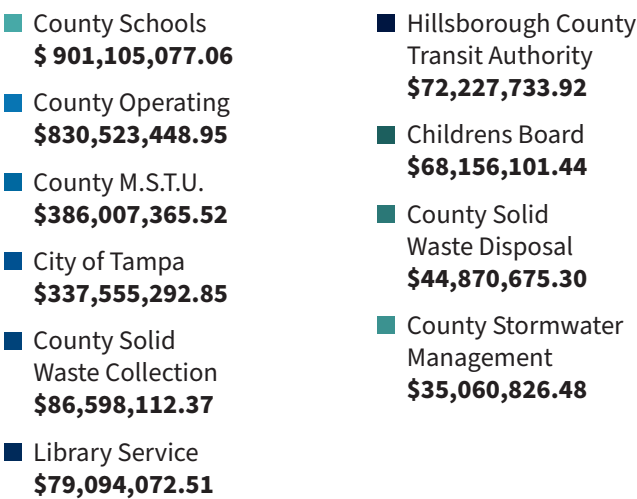
What are Excess Fees?

The Tax Collector’s Office is fee-based. We operate directly from the fees and commissions we earn on the service transactions we provide, as outlined in Florida Statute. Our budget is approved by the Florida Department of Revenue and any commissions and fees earned that exceed our required operating budget are returned to Hillsborough County each year as excess fees.

Since FY 2020, HCTC has returned over \$120 million to Hillsborough County and other taxing authorities.

Where Did it Go?

Top Ten Distributions for FY 2024

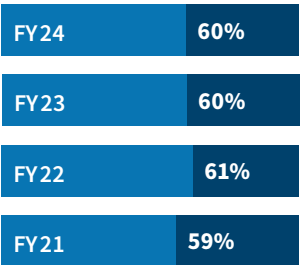


Property Tax Collection

Property taxes are collected in arrears. For the 2023 tax year (collected in FY 2024), we collected over \$3.3 billion in property taxes and fees. This revenue was distributed to the taxing authorities to fund vital county and municipal services including but not limited to schools, fire departments, social services, libraries, and parks.

Expenditure to Revenue Ratio

% of Expenditures as Compared to Total Revenue



Revenue per Population

Revenue/Estimated County Population



POINTS OF PRIDE

Our mission at the Tax Collector’s Office is to consistently deliver amazing service experiences that empower our community, one customer at a time.

Below are just a few of the key initiatives we completed in 2024 to ensure we meet our mission.



Fleet Program

In response to the needs of our business community, we enhanced our services by launching a new and improved Fleet Program, designed to simplify the registration process for businesses with 25 or more vehicles.

This program streamlines operations, saving businesses valuable time and resources, allowing them to renew their registrations and even clear tolls by sending us a renewal file online without having to visit an office. This reflects our commitment to listening, learning, and delivering innovative solutions.

Secret Shopper

Another way we listen and learn is through our Secret Shopper Program. By partnering with a dedicated team who anonymously “shop” our services, we gain valuable insights into the customer experience. Their feedback allows us to identify opportunities for improvement and implement changes that enhance our processes and ensure exceptional service delivery.

Based on the feedback received through Secret Shopper, we’ve made improvements such as deploying service trainings to staff, modified greetings, and improved directional signage in the offices.

Realtor Workshop

We proudly partner with Greater Tampa Realtors and the Florida Land Title Association to offer the Property Tax Simplified Workshop, equipping professionals with the tools they need to understand the property tax process and better assist their customers. This ongoing collaboration allows us to address industry needs, while feedback from participants helps us continually enhance the workshops to provide even greater value.

Based on feedback from the 2023 workshop, we added a virtual Zoom attendance option for the 2024 workshop as an added convenience.



Student Saturday

By dedicating select Saturdays exclusively for students to receive driver license and ID card services, students and parents can access services without missing school or work. Student Saturdays recognize getting a driver license is an important milestone in a teen’s life, and HCTC is proud to make it a memorable one for Hillsborough County’s young drivers. **Since the program’s inception in FY 2024, we’ve served close to 1,500 students on Student Saturdays!**

Podcasts

As part of our commitment to innovation, we launched our podcast, Conversations with Nancy, offering a fresh and engaging way to communicate with our community. This new platform allows us to share updates, provide insights into our work, and highlight key partnerships in a fun and accessible format. The response has been very positive, and we will continue this innovation method in 2025 with topics such as community initiatives, business partnerships, and answering more frequently asked questions. As of September 2024, season 2 of Conversations with Nancy has had over 650 views on YouTube.

E-Title

This convenient solution allows customers to request and receive a printed copy of their electronic title from any office location on the same day. With more than 4,200 e-title transactions processed in FY 2024, this service has proven to be a valuable addition to our expanding options for express services.

Mobile ID

Our Mobile ID Go program is a prime example of innovation in action, directly bringing essential services like ID card and driver license renewals to individuals who are homebound, living in assisted facilities, or attending community events.

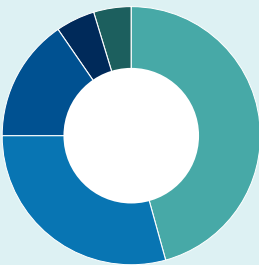
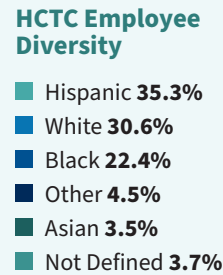
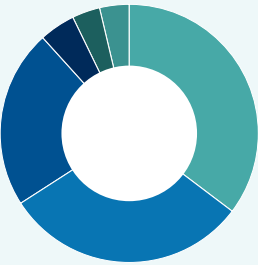


In addition, this program has allowed us to partner with and support other agencies. For example, we collaborated with the Sheriff’s Office to help inmates with updating their driver licenses and IDs to support their reintegration into society upon release.

By removing barriers, we ensure all residents have access to these critical services.

Celebrating Our Team

Our team at the Hillsborough County Tax Collector’s Office reflects the diversity of the community we serve. We are very proud of our team and the service they provide to our customers. We strive to provide our team with meaningful development opportunities to grow future leaders of the Tax Collector’s Office.





OUR CULTURE

At the Hillsborough County Tax Collector’s Office, our “Journey to Amazing” culture drives excellence in everything we do. We foster innovation, collaboration, and exceptional service through our shared commitment to doing what’s right. Our mission, vision, and values guide every interaction and decision, creating an environment where team members support each other and consistently exceed expectations.

Through trust and mutual respect, our team works together to create positive experiences for both our employees and the community we serve. This dedication to organizational excellence is reflected not just in our daily operations, but in how we approach challenges and celebrate achievements together.

What does Team HCTC say about culture?

I love my job because...

...I sincerely feel like I’ve accomplished helping people & have a sense of fulfillment at the end of each day.

...I get to help people everyday, and share a smile and possibly a compassionate or empathetic moment with someone who really needed it that day.

...Even though I’m a small part of a huge organization, I feel like I matter, I’m an important piece! Also, my hard work gets recognized, which makes me want to be the best I can be while at work.



Giving Back to our Community

The Hillsborough County Tax Collector’s Office is dedicated to being a part of and supporting our community. While our primary goal is to provide excellent customer service, our organization has taken an active role in community initiatives that focus on educating the public, promoting public awareness, and giving back to our community.

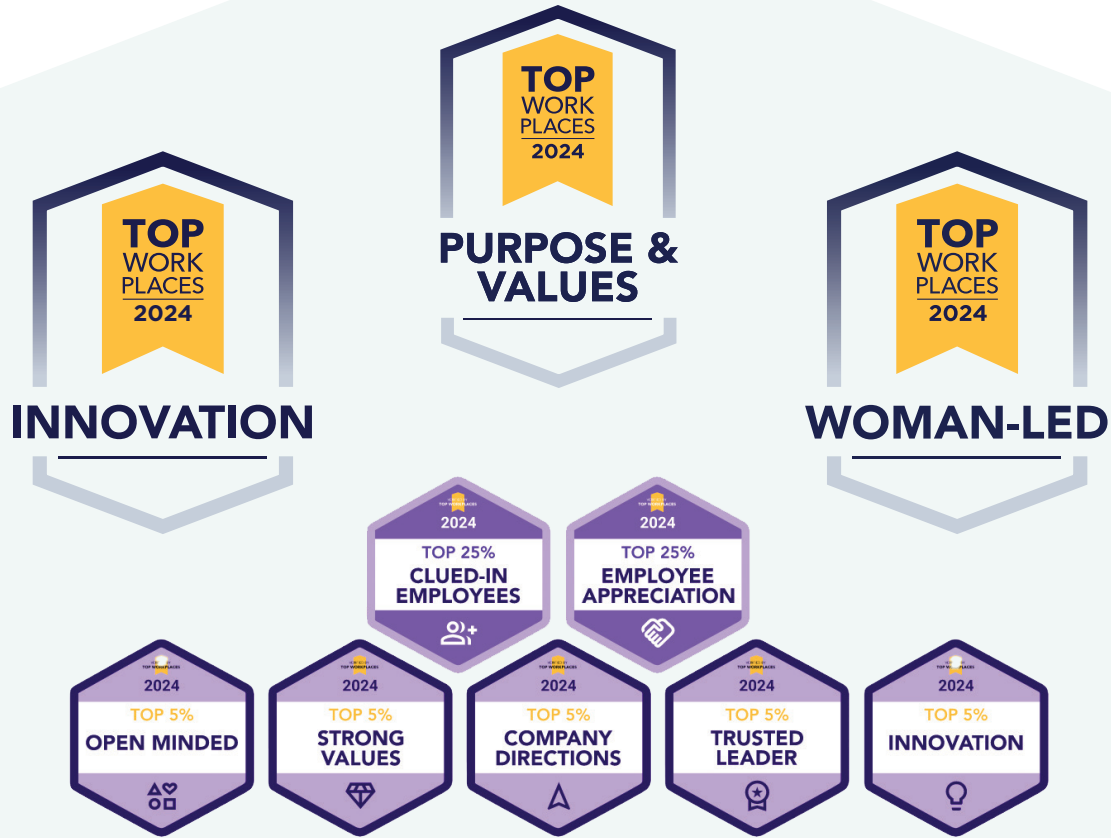


Leadership Development

Leadership development is a cornerstone of our organizational culture, and the Advanced Leadership Development Program (ALDP) is a prime example of how we put this into action. Through ALDP and other training initiatives for supervisors and management, we invest in building the next generation of leaders who will drive our mission forward. These programs go beyond skill-building; they focus on shaping future leaders who are equipped to continue our legacy of service and uphold our values. We are proud of the culture we’ve cultivated—one that prioritizes excellence, empowerment, and inclusivity.

Top Workplaces Awards

The Hillsborough County Tax Collector’s Office has received national recognition for its exceptional work culture. In 2024, we were honored with three Top Workplaces National Culture Excellence Awards, recognizing our achievements in innovation, purpose & values, and for the third consecutive year, exemplary leadership as a women-led organization. These awards are based on employee feedback, which measures 24 key indicators of satisfaction and compares our performance to organizations across the country. This marks the third year in a row the Tax Collector’s Office has earned national recognition for its culture. Previously, in 2022 and 2023, we were also acknowledged for our commitment to diversity & inclusion and as a women-led business.



At the Hillsborough County Tax Collector’s Office, giving back to our community isn’t just an initiative—it guides our actions every day.

We believe our role extends far beyond processing transactions; we are dedicated to Helping Create a Thriving Community through active engagement and support.

Throughout the year, our team members demonstrate this commitment through participation in volunteer days, organizing donation drives, and embracing numerous opportunities to make a meaningful difference in the lives of our neighbors.

We also offer strategic promotional partnerships that create meaningful connections between government and the community we serve. Through our various programs—including promotional campaigns, voluntary contribution initiatives, marketing inserts, and charitable partnerships—we support organizations whose missions align with our commitment to community improvement and public awareness.

Feeding Tampa Bay

Our organization is committed to giving back to the community through volunteer days with Feeding Tampa Bay. 34 team members came together in November to sort food and support efforts to provide meals to those in need. These volunteer opportunities reflect our dedication to making a positive impact beyond our daily services, helping to address food insecurity and support our neighbors in Hillsborough County.



Clothing Drive for ECHO

This year, we hosted a clothing drive in support of ECHO (Emergency Care Help Organization), collecting gently used clothing to benefit individuals and families in need. Our team came together to donate items, demonstrating our commitment to supporting those facing hardship in our community. This initiative reflects our ongoing dedication to making a tangible difference by partnering with local organizations to meet critical needs.

Hillsborough Education Foundation School Supply Drive

We are proud of our longstanding partnership with the Hillsborough Education Foundation (HEF) and the opportunity to support local students through our annual back-to-school supply drive. In 2024, our team’s dedication to education shone through as **we collected an impressive 41,428 school supplies**, helping to ensure students have the tools they need for a successful year. Our continued collaboration with HEF reflects our commitment to our community’s future, making a tangible difference in the lives of local students.



Kids Tag Art Program

Since its introduction to Hillsborough County by Tax Collector Nancy Millan in 2021, the Kids Tag Art Program has become a vibrant celebration of student creativity and arts education. The program invites fifth-grade students to design their own vanity license plates, which are then produced as metal plates available for purchase.

In 2024, we celebrated our first annual awards ceremony, bringing together over 100 community members to honor our young artists. This innovative initiative has generated more than \$35,000 in 2024 alone, with participating schools each receiving over \$800 to enhance their art programs and purchase art supplies. **Since its inception, the program has raised over \$100,000 for Hillsborough County Schools.**



Metropolitan Ministries

We are honored to partner with Metropolitan Ministries for our annual holiday drives, collecting donations for both Thanksgiving and Christmas to support families in need. This year, our team’s generosity resulted in 2,546 donated items and \$2,139 in gift cards and cash contributions to help local families during the holiday season. Our efforts were recognized with the 2024 Holiday Hero Award from Metropolitan Ministries, celebrating one of the largest holiday donation drives in the Tampa Bay area. Our continued collaboration with Metropolitan Ministries reflects our commitment to making a positive impact and helping those who need it most.



Computer Donations

We are committed to supporting local organizations by donating surplus computers and other technology. As part of maintaining our security standards, we regularly update our technology infrastructure, which allowed us to donate over 180 retired devices—including computers, printers, and phones—to community organizations in fiscal year 2024. These donations help empower community groups and contribute to their continued growth.



Safety Awareness Month and Free Vision Screenings

In celebration of National Safety Awareness Month in June, we partnered with health and safety organizations to bring essential services directly to our community. Through a series of outreach events across six office locations, we connected residents with valuable safety resources, free hearing tests, and free vision care services. The vision care initiative proved particularly impactful, with 72 children receiving vision screenings. These partnerships exemplify our commitment to serving the community beyond our core services, making essential health and safety resources more accessible to all Hillsborough County residents.



Paint your Heart Out

For the second consecutive year, our team demonstrated their commitment to community service through Paint Your Heart Out Tampa. Two enthusiastic teams, comprising 44 Tax Collector employees, came together to brighten the homes and lives of local residents. This hands-on initiative not only refreshed two family homes but also strengthened our connection to the community we serve, showcasing how small acts of service can make a meaningful difference in our neighbors’ lives.



RE-IMAGINING SERVICE DELIVERY: **OUR VISION FOR 2025 & BEYOND**

The demands on our office continue to grow, with our team now serving 4,000-5,000 customers daily across Hillsborough County.

To meet these evolving needs, we're implementing a comprehensive expansion strategy that puts accessibility and convenience at the forefront of our service delivery.

Strategic Growth Initiatives:

- Expanding our physical presence with new offices in northwest and southeast Hillsborough County
- Bringing services to MacDill Air Force Base to support our military community
- Establishing a mobile office - a branch office on wheels - to bring essential services directly to the community and underserved areas
- Implementing advanced technology solutions to reduce wait times and streamline transactions

Our commitment to excellence extends beyond infrastructure. We're investing in our team through enhanced training programs and career development opportunities, ensuring they have the tools and support needed to provide exceptional service. Every initiative is carefully designed to balance fiscal responsibility with our community's growing needs.

This transformation reflects our broader vision: building a more accessible, efficient, and responsive Tax Collector's Office provides an exceptional service experience to every resident of Hillsborough County. By anticipating community needs and embracing innovation, we're not just adapting to change — we're leading it.



OFFICE HOURS:

M/T/TH/F 8:00 AM - 5:00 PM
W 9:00 AM - 5:00 PM

DRIVER LICENSE SERVICES:

M/T/TH/F 8:00 AM - 4:30 PM
W 9:00 AM - 4:30 PM

LOCATIONS:

AAA/WESTSHORE*

1701 N Westshore Blvd.
(*No driver license services)

BRANDON

3030 N Falkenburg Rd.

DOWNTOWN

601 E Kennedy Blvd, 14th Floor

DREW PARK

4100 W Dr. MLK, Jr. Blvd.

EAST TAMPA*

2814 E Hillsborough Ave.
(*Driver license & Vehicle for Hire only)

NORTH TAMPA

3011 University Center Dr.

PLANT CITY

4706 Sydney Rd., Plant City

SOUTHSHORE

406 30th St. Southeast, Ruskin

HillsTax.org | 813.635.5200



STAY CONNECTED WITH US!

