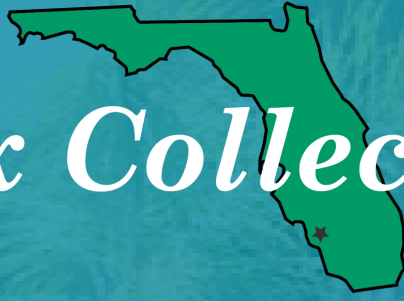


Lee County



Tax Collector

State of Florida

ICMA MANAGEMENT FELLOW

VISION

Raising the bar to be the best tax collector agency in Florida.


MISSION

We will provide exceptional tax collector services through financial transparency and innovation with a valued, professional workforce.

VALUES

Respect
Integrity
People
Innovation
Exceptional Service

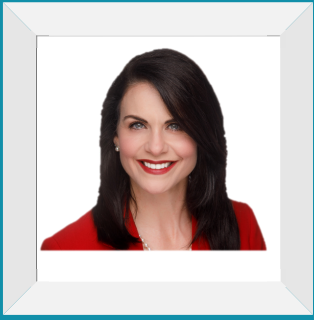
ABOUT LEE COUNTY



Lee County, Florida was founded on May 12th, 1887 and named in honor of General Robert E. Lee. The County is located on the gulf coast of Florida and is comprised of roughly 811 square miles which includes many islands and coast lines on the Gulf of Mexico. Lee County has three neighboring Counties, Collier to the south, Hendry to the east and Charlotte to the north. There are six incorporated municipalities inside of Lee County and numerous unincorporated communities such as Lehigh Acres, North Fort Myers, Alva and several others. Lee County is located in the southwestern end of the Florida peninsula and boast a subtropical climate which makes it a very attractive location for year-round tourism as well as a winter haven.

Lee County's boundaries make up the Fort Myers-Cape Coral Metropolitan Statistical Area (MSA) and has been ranked among the **fastest growing** MSA's in the country.

The population projection as reported by the U.S. Department of Commerce, Bureau of the Census for 2018 is 713,618 people.



LEE COUNTY TAX COLLECTOR NOELLE BRANNING

In the state of Florida, Tax Collectors are independent constitutional officers elected from their counties of residence by their fellow citizens and serve the community in 4-year terms. Tax Collectors are responsible for a variety of duties and provide a wide range of services to the citizens and taxpayers.

Working on the behalf of local governments and taxing authorities in Lee County who depend on the Tax Collector to efficiently and effectively collect and distribute funds that support vital services for the citizens of Lee County.

The Tax Collector also serves as an agent for various state agencies including the Department of Highway Safety and Motor Vehicles, the Florida Fish and Wildlife Conservation Commission, and the Department of Revenue.

As a voice in legislative issues as well as sound administrative practice, Florida Tax Collectors exercise valuable leadership roles in Florida's government and serve as a vital link to citizens. The Lee County Tax Collector's office employs 229 staff and serves the citizens of Lee County by providing services throughout the county at six locations, Fort Myers (Downtown), Lehigh Acres, Bonita Springs, South Fort Myers, Cape Coral and North Fort Myers. Services provided by these offices consist of real property & tangible tax collection, DMV, Driver License, Local Business Tax, Hunting/Fishing licenses, Birth Certificates and Concealed Weapon permits. In FY19-20 the office processed roughly 1,795,686 transactions.

In January 2020 the Lee County Tax Collector's office began the process of developing a new strategic plan with a cohesive approach to gathering critical partner, stakeholder, and employee feedback to identify the process and outcomes working effectively, and those needing improvement. An extensive organizational analysis was conducted addressing capacity and capability, and alignment between the focus areas and the feedback received. Each year LCTC will evaluate the progress made and will identify the next set of critical items for completion, providing a continuous focus on performance in alignment with the strategic plan. The plan will be reviewed monthly by LCTC leadership to ensure consistent and responsible plan oversight.

LEE COUNTY TAX COLLECTOR ANNUAL BUDGET

The Tax Collector's Office operating budget is based on income derived from fees and commissions earned for services rendered. These fees are determined by Florida statute. The Florida Department of Revenue acts as the governing body that provide oversight for Lee County Tax collectors annual budget.

Sound business practices and efficient office operations have allowed Lee County Tax Collector to operate below our commission and fee collection rate which has resulted in a return of excess funding to the taxing authorities in Lee County. This provides additional revenue for these agencies to fulfill the needs of the Lee County citizens.

	2018-2019 Expenditures	2019-2020 Expenditures	2020-2021 Approved Budget
Personnel Services	\$16,829,908.00	\$17,388,735.00	\$20,616,866.00
Operating Expenses	\$3,293,812.00	\$4,170,294.00	\$6,207,011.00
Capital Outlay	\$403,090.00	\$34,997.00	\$198,882.00
Total Budget	\$20,526,810.00	\$21,594,026.00	\$27,022,759.00

FELLOW WORK PLAN

The fellow will be exposed to a wide array of projects that focus on core business functions such as **Finance, Budget, Procurement, Tax Collection and Contractual Agreements**. The projects below are a sample designed to illustrate the expectations of the fellow and the career opportunities that will be afforded to the fellow. LCTC will allow the experience and skillset of the fellow to guide discussion of which projects will be worked on by the fellow during their time with LCTC. This flexibility will allow the fellow and the agency to receive the maximum benefit from this program.

LCTC has a very seasonal nature to the work that we do and in order to receive maximum benefit for both the fellow and the agency, we would offer a one year fellowship with an optional one year extension based on mutual agreement between the agency and the fellow. Upon successful completion of two years as a fellow with LCTC and a history of valuable work product and progress, the agency would be open to a permanent employment status based on available opportunities. LCTC values education and experience and has a desire to recruit highly talented public servants and build a self-sustaining succession plan for future leadership of the agency.

Budget Improvement:

- Assist in the development of a new annual budget document.
- Complete a spending analysis to determine any areas of waste or misuse.
- Assist in the development of a budget dashboard that will give Administration and the public visibility into LCTC spending.
- Lead the development of a five-year Capital Improvement Plan.

Budget Development:

- Work with department heads and educate them in the proper way to prepare a budget.
- Compile budget submissions and perform basic budget analysis.

Tax Collection:

- Assist in the development of a collections dashboard that will display all funds collected by the agency.
- Develop measures and performance metrics for the collection of taxes.

Procurement:

- Lead the rewrite of the LCTC procurement manual and develop guidelines and training for purchasing staff.
- Evaluate current internal controls based on procurement manual rewrite and implement necessary changes.

Human Resources:

- Assist in a cost analysis of the current employee leave buyout program.
- Assist in the evaluation of LCTCs current comp time program.

General Administration:

- Evaluate LCTCs internal inventory controls and determine needs for an inventory system.
- Assist in the preparation of an ERP needs analysis. (Year two)
- Serve as special projects manager and lead various other projects as they arise.