



Florida Department of Revenue
2006-2007 Annual Report



Florida Department of Revenue

VISION

An agency that is accessible and responsive to citizens, provides fair and efficient tax and child support administration, and achieves the highest levels of voluntary compliance.

MISSION

To serve citizens with respect, concern and professionalism;

To make complying with tax and child support laws easy and understandable;

To administer the laws fairly and consistently; and

To provide excellent service efficiently and at the lowest possible cost.

WE BELIEVE

We believe that we must make a positive difference in the lives of the people we serve. We commit to being accessible and responsive, and serving with integrity.

We believe that public service is a public trust. The public deserves a government that is open and honest. We will display the highest ethical standards and serve taxpayers, parents, local governments, and our partners fairly and professionally.

We believe that we must make it as easy as possible for people and businesses to pay their taxes and pay and receive child support. We will communicate in a clear, easily understood manner to explain their responsibilities, and we will enforce the law consistently and fairly.

We believe that we must continue to improve the way we do our work. We will provide excellent service at the lowest possible cost. We will seek innovations from public and private organizations, our employees, and the people we serve.

We believe that people in public service have a responsibility to each other. We will ensure an atmosphere of respect and trust throughout our organization. We will succeed only if we trust each other, invest in each other and bring honest, willing hearts to our daily work.



“There is no limit to what a man can do or how far he can go if he doesn't mind who gets the credit.”

Robert Woodruff

Message From The Director

The theme for this annual report is **commitment to service**.

The Department of Revenue's commitment to serve arises from the values we share—**leadership, teamwork, honesty and trust, excellence, respect, innovation, integrity and concern for others**. Throughout this report, you will see how Department of Revenue employees model these values in our daily service to Floridians.

The Department of Revenue has three primary roles: (1) collect and distribute taxes, (2) collect child support, and (3) oversee Florida's property taxes. It is how we do these jobs, however, that is important.

Revenue's **strategic leadership system** enables us to continually improve our service to Floridians. By developing high-quality leaders, organizing our work by business processes, and sharing innovative solutions to challenges, we develop new and more effective ways to serve.

Integrity is vital to our jobs. We are responsible for collecting over \$39 billion from more than 870,000 taxpayers on behalf of all Floridians, and \$1.3 billion on behalf of nearly one million children. This is a tremendous responsibility that we don't take lightly. Our message to our employees—5,400 strong—is to work hard every day to carefully administer Florida's tax and child support enforcement programs with the highest level of integrity.

We believe that public service is a public **trust**...we believe that we must earn the privilege of serving the taxpayers, families, and businesses of Florida...we believe in changing the lives of Floridians for the better.



Commitment to service

Making a difference in the lives of others is a key component of public and charitable service. "Social responsibility" is more than just a buzzword at the Department of Revenue. Social responsibility means sharing best practices with other agencies, giving time and energy to our local communities, displaying professionalism, and being leaders in our national associations.

At the Department of Revenue, the commitment to service extends beyond the boundaries of our jobs. Employees mentor in large numbers and are involved in many volunteer efforts around the state. Employees are involved through their places of worship, their children's schools and through other types of charitable efforts including the Florida State Employees Charitable Campaign. Sharing the gift of time is invaluable and our employees give all year round.

Our employees' community efforts are not only encouraged, they are valued. Volunteer opportunities are coordinated across the agency. Employees' good deeds are publicized, which helps inspire others to contribute.

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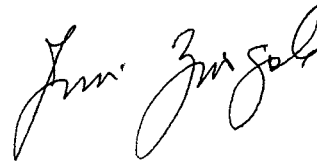
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You will see evidence throughout this report of **teamwork** and a desire to constantly improve. You will see people working together to find the best solutions to challenges. You will see Department employees working with employees of other agencies to improve processes without regard for agency boundaries.

Our values remain consistent. They continue to guide us as we carry out our mission. Our work is important—not because of the work itself—but because of the important services that are funded by the taxes we collect; the children who depend on the money we collect; and the school systems, communities, and individuals who rely on a fair and equitable property tax system.

At the Florida Department of Revenue, we will continue to set our sights high and keep the promise of our commitment to all Floridians...to make lives better, to provide excellent customer service, to administer our duties as public servants according to the highest standards, and to earn the trust and support of those we serve.

At the Department of Revenue, we are **committed to service**.



Department of Revenue Executive Team



Top Row Left to Right: **Dr. Jim Zingale**, Executive Director; **Lisa Echeverri**, Deputy Executive Director; **Jeff Kielbasa**, Deputy Executive Director; **Blanca Bayó**, Chief of Staff.

Bottom Row Left to Right: **Ann Mims-Coffin**, Child Support Enforcement Program Director; **Jim Evers**, General Tax Administration Program Director; **James McAdams**, Property Tax Administration Program Director; **Nancy Kelley**, Administrative Services Program Director; **Tony Powell**, Information Services Program Director.

Department of Revenue: One Organization

Our agency continues to develop a strategic leadership system that helps our busy leaders tap into their most valuable resource—their employees—to improve business results.

This system, which is a business management system similar to those used by successful private corporations, helps our agency organize around core and business processes to provide better service to our customers. It is helping us understand how everyone in our agency works together as one team, one organization.

Our agency has separate programs to carry out the jobs the Legislature has asked us to do: collect and distribute state taxes, collect and distribute child support, and oversee Florida's property taxes. These three operational programs have historically worked and solved problems independently of each other. We also have two agency-wide support programs—Information Services and Administrative Services—which help the operational programs achieve their missions.

The lines between the programs, which always seemed distinct, are no longer so obvious. This is because of what we are learning by identifying, defining, and managing by business process through our strategic leadership system.

Working together on the development of this system has helped us learn that our operational program areas—Child Support Enforcement, Property Tax Administration, and General Tax Administration—face many of the same challenges, and that some business processes occur in more than one program.

Some of our programs' common challenges are:

- Providing effective customer service with limited resources.
- Meeting customer demand for electronic services.
- Using technology cost-effectively.
- Adapting to evolving business practices and computer systems.

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Collaborative projects

At the Department of Revenue, we are truly striving to be one agency in how we serve our customers.

The General Tax Administration Program now shares verified address information for employers with the Child Support Enforcement Program; Child Support Enforcement formerly entered the information into its system manually.

All programs are working together on an agency-wide method for rule development.

Child Support Enforcement and General Tax Administration are improving call center performance and developing standard measures for call centers.

General Tax Administration is assisting Child Support Enforcement in developing a data warehouse.

All programs are involved in planning a centralized imaging system for incoming mail.

Child Support Enforcement, General Tax Administration, and the Information Services Programs will use the same software system to perform the agency's core business functions.

Agency-wide teams are improving the processes for employee evaluation, recognition, and procurement.

By realizing that employees in different programs are performing the same activities and solving the same problems, we can decrease costs and increase effectiveness.

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Employees in different programs work on different tasks for different goals, but go through the same steps. Some of our common processes are:

- Customer call center
- Contract management
- Customer address tracking
- Information management
- Electronic filing and payment services
- Collections and distribution
- Employee training
- Mail distribution

By identifying our common processes and using our strategic leadership system to operate more efficiently, we can meet our customers' needs in the following ways:

- We work together to find solutions to problems.
- We become more effective by sharing knowledge, expertise, and best practices.

- We save taxpayers' money by avoiding duplicative efforts and benefiting from "economies of scale." Economies of scale result when the cost of producing an additional unit of output decreases as the volume of output increases.
- We save time by sharing certain kinds of information, rather than each program acquiring and maintaining information independently.

Currently, there are a number of collaborative projects taking place across programs (see *Collaborative projects* on page 5).



Child Support Enforcement...

working hard for Florida's children

Child support enforcement is a complex process. Some steps are the responsibility of other agencies, and many that are our responsibility require the cooperation of external partners. The federal government, Florida's courts, local law enforcement, financial institutions, Florida employers, and a host of state agencies all play a part in the successful collection and enforcement of child support on behalf of Florida's children.

Child support enforcement is a federally funded program that has been administered by the Florida Department of Revenue since 1994. With offices organized into five regions around the state, services are provided by Department staff in all but two Florida counties. In Miami-Dade County, child support services are provided by the State Attorney's Office; in Manatee County, they are provided by the Manatee County Clerk of Court. Legal services for child support enforcement are provided by both private legal entities and public organizations such as the Office of the Attorney General.

All of the many partners involved in child support enforcement pursue a common goal on behalf of Florida's children—to get more money to more children, more quickly. Focusing on this goal and working as a team, we have collected over a billion dollars in each of the last three years.

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What we do

We serve families by helping children receive the support they deserve from both parents. Our main responsibilities are to locate parents, establish paternity for children born out of wedlock, establish child support orders to include both financial and medical support, enforce support orders, and disburse child support payments.

Child support services are available to any parent in Florida. Parents of children who receive public assistance from the Department of Children and Families are automatically referred to the Child Support Enforcement Program for child support services.



Teaming up with the Attorney General's Office

In several areas of the state, the Department of Revenue and the Office of the Attorney General are partners in providing child support. The Attorney General's office provides legal services for judicial actions in establishing, modifying, and enforcing child support orders. In early 2005, managers and employees of both agencies embarked on an unprecedented collaboration. Then-Attorney General Charlie Crist and Department of Revenue Executive Director Jim Zingale kicked off a year-long improvement initiative for child support enforcement in the Tampa region.

When the initiative started, the workflow processes for management of child support legal services were cumbersome, backlogs existed in many areas, staffing shortages negatively impacted the ability to handle the backlogs along with new work coming in the door, and communication between the offices needed improvement.

Focus on improvement

Four teams were formed to focus on the improvement efforts:

Workflow Design and Performance

Management: This team analyzed and recommended improvements to the legal services workflow, from referral generation to order processing.

Partnership Management: This team's goal was improving interactions between Revenue and the Attorney General's office as well as other partners in the legal services area including

judges, court administrators, hearing officers, clerks of court, and sheriffs.

Contract Performance and Resource

Management: Another team analyzed and recommended improvements to the process for monitoring and communicating legal service provider performance, as well as obtaining and efficiently allocating resources.

Technology Management:

This team reconciled the legal service data of three systems, eliminated duplicative data entry where possible, and redesigned the existing system to provide a more simplified workflow while producing performance management reports.

Encouraged by the results of these teams, the two agencies continued making improvements through 2006. Redesigned workflows eliminated steps that did not add value and simplified the "referral to receipt of order"

process. For example, changes to the intake process reduced the average number of days from receipt of a referral to filing with the Clerk of the Court. Legal services performance in this key area improved from an average of 40 percent in March 2005 to 97 percent in January 2006, with sustained performance since that time. Continual focus on process improvement has increased performance in other key areas as well.

Communication between both agencies—as well as with other partners—has been greatly enhanced by the completion of a more effective meeting and information-sharing process. The closer collaboration has generated operational breakthroughs as well. For example, a courtroom management pilot in Hillsborough County has

Together, we have cultivated a spirit of collaboration and cooperation that not only produced better results, but also helped us better understand and respond to the challenges that we all face each day.

simplified the court hearing process. As a result, we have increased the number of cases on the schedule, decreased the number of cases delayed through continuances, and increased the number of child support orders established.

With technology enhancements, we reconciled and cleaned up data on thousands of cases. Employees of both agencies were excited when, in October 2006, a new system was launched to improve data entry and workflow, provide secure offsite access to referral and legal processing information, and provide performance reports.

The successes in the Tampa region have led us to expand the initiative to Tallahassee and Ft. Lauderdale, where the Office of the Attorney General also provides legal services.

Although the road to improvement is sometimes rocky, it is clear that employees in both agencies have taken their leaders' words to heart. Together, we have cultivated a spirit of collaboration and cooperation that not only produced better results, but also helped us better understand and respond to the challenges that we all face each day.



Back Row; Left to Right: Dennis Slattery, OAG; Janis Holmes, DOR; Cathy Mobley, DOR; Ed Doyle, DOR; Abby Bosco-James, DOR; Michelle Taylor, DOR
Front Row; Left to Right: Ann Vecchio, OAG; Karen Kellams, DOR; Rosemary O'Neil, DOR; Maria DeLaval, OAG; Malinda Ottinger, OAG.

Not pictured from the Department of Revenue:

Marie Andrews, Barbara Anello, Karen Armstrong, Margaret Donald, Ralph Elifan, Bill Fleming, Gwendolyn Grant, Dave Hastings, Kathy Holland, Joan Koch, Pam Riou (deceased), Elsa Trembour, Kim Thomas, Stu Williams, Angela Willis-Clay, Denise Wyche-Kenon

Not pictured from the Attorney General's Office: Toni Bernstein, Suzanne McCoy, Dottie McGrotha, David Silverstein, Megan Stecker, Nora Sullivan, Becky Whidden



Left to Right: Lizette Kelly, DOR; Jerry Curington, OAG; Donna O'Neal, formerly with DOR; William Respress, OAG; Doug MacInnes, OAG; Priscilla Quinones, OAG; Rebecca Whidden, OAG; Nora Sullivan, OAG; Karen Kellams, DOR.

Statewide improvements in Child Support Enforcement

The Child Support Enforcement Program is pursuing many initiatives to significantly increase the amount of support collected for Florida's children. During the past year, we introduced two major statewide initiatives that are dramatically changing the way child support is enforced:

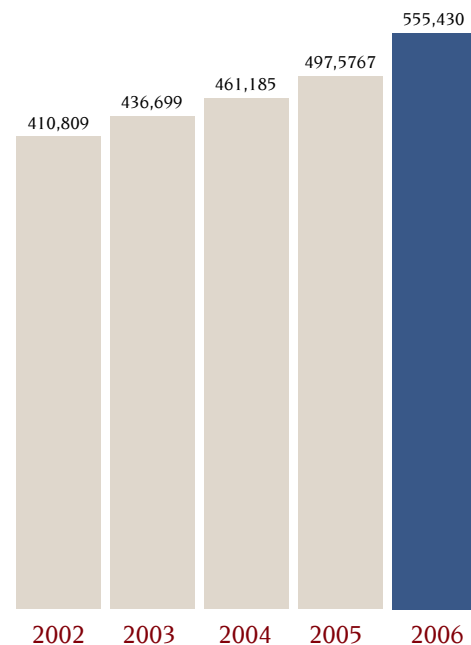
- We successfully implemented a new law that created a simplified administrative process to establish paternity based on genetic testing.
- The Child Support Enforcement Automated Management System (CAMS) was deployed in April 2006. Many case-processing activities are now automated, increasing efficiency.

These two initiatives have a powerful impact on our ability to provide quality customer service and accurate, timely information.

One region's innovations spark more statewide improvements

While some initiatives begin in Tallahassee with a new law or a management plan, others begin as innovations in local offices. In addition to implementing statewide initiatives to improve the performance of the whole program, each regional office seeks to improve its performance and measure its success. Working together to improve results helps region employees see the significance of their contributions and

Number of support orders in place



encourages them to share their expertise. By comparing results among regions, Revenue can select the best new practices to put into action throughout the state.

The story of the Tampa region's achievements over the past year illustrates how this works. Last year, Tampa achieved the greatest improvement in the percentage of cases with support orders in place. This significant measure of effectiveness increased by 4.1 percent as a combined result of several strategies developed by employees:

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Becoming the best child support program in the nation is a challenging journey. But the bottom line makes it well worth the journey...the more successfully we do our job, the better service we can provide to Florida's children.

Reaching out to noncustodial parents in prison

In the past, we featured the hard work of child support employees in Orlando, who developed a program to serve noncustodial parents who are either in jail or recently released. Through the Low-Income Noncustodial Parent Outreach Service (LINOS) program, employees provide information to these individuals about education, employment, and other community resources that can help get them back on their feet and paying child support when they are released from jail. The program is a team effort with the Orange County Corrections Department, the Ninth Judicial Circuit, Central Florida Workforce, and other community partners in the Orlando area. Inmates have responded positively to the program, using its resources to prepare themselves for reentry into the working world.

In 2006, for the second year in a row, a child support employee was recognized as the Orange County Corrections Volunteer of the Year. Pete Connelly was honored for his efforts to educate and assist inmates.



Child support employees' commitment to service

Our employees not only work tirelessly for children every day but also give of themselves in many other ways...to their communities, their places of worship, and to others less fortunate.

One employee who exemplifies service both at work and in her community is Marilee Steele; she works in the Lakeland service site. She has been an active participant in the Big Brothers/Big Sisters organization and has been recognized by her local newspaper and others for her mentoring and volunteer work. She has

mentored a student for the past six years, beginning when the child was in kindergarten. Having an impact on a child's life may have been the initial factor that got Marilee involved, but she has enjoyed the impact on her own life as well. From playing games together, to discussing tough subjects, a friendship has developed that includes lots of love and mutual respect.

Marilee is just one example of the many employees who give of themselves to others outside Revenue. And that's what service is all about.

more than

90%

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- Data-mining techniques for identifying cases for follow-up action and a systematic process to take action.
- Better interaction with parents through an in-depth interview process.
- Enhanced collaboration with local partners through regular meetings and problem-solving for complex cases.
- More efficient judicial methods for support order establishment from the initial referral to the legal service provider to the timely receipt of a court order.

Now that the Tampa region has demonstrated the effectiveness of these methods, other regions can adopt them with confidence that they, too, can improve their results.

Collaborating across programs to improve phone service

Best practices are shared not only throughout child support but also among all programs in Revenue. Nowhere is this more apparent than

with the team formed to address the answer rate in the child support call center. This team of agency employees researched all the issues of a modern call center—from technology solutions to learning from the experience of the General Tax Administration's call center.

Call center employees suggested improvements to their own processes and brainstormed countless ways to provide better service. They rewrote and enhanced publications, web site information, and verbal exchanges.

As a result, the call answer rate improved dramatically—more than 90 percent of calls are now answered within 20 seconds. Call center employees can be proud of an answer rate well above the industry standard. They improved the experience for countless customers.

General Tax Administration...

collecting the money for Florida's needs

Our journey to integrated tax administration started eight years ago. On that journey, Revenue became one of the first national, state, or local tax administration agencies worldwide to use an Enterprise Resource Planning system. Revenue is finishing the integration of the administration of all taxes into a single unified system (SUNTAX—System for Unified Taxation). Our journey will be complete in December 2007, when unemployment tax is moved into the SUNTAX system.

SUNTAX enables taxpayers to resolve issues related to many different taxes through a single contact with Revenue. The system improves service, reduces costs, and encourages more uniform compliance with tax law, resulting in an equitable administration of Florida's tax system. Over the eight-year period of SUNTAX development, cumulative revenue increases due solely to the integration features of the system exceed \$848 million. This integration has also allowed us to eliminate 595 full-time positions, or 22 percent of the General Tax Administration Program's workforce, for a cumulative cost savings of over \$96 million. The eight-year SUNTAX investment of \$90 million has resulted in financial benefits of more than \$844 million, which is a 9-to-1 return on investment.

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What we do

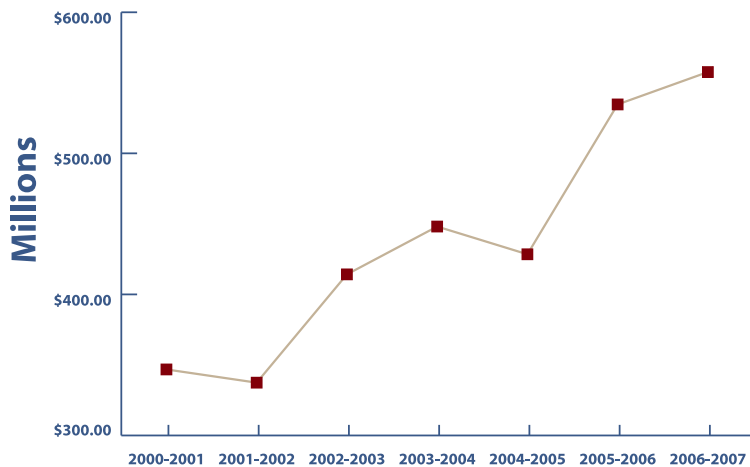
The General Tax Administration Program administers 33 taxes and fees, collecting more than \$39 billion per year to support schools, health care, transportation, prisons, environmental protection, and other essential services.

Our goal is to make compliance with Florida's tax laws as easy as possible for our business partners and citizens. By providing self-service options on our web site, clearly responding to questions made to our call and service centers, and simplifying our forms and communications, we will be more effective in collecting the tax dollars owed to fund our state's needs.

We have focused on integrated tax administration and the use of every technological management tool available to enhance these efforts. The outcome? Florida's Department of Revenue is a national and worldwide model for tax administration.

Innovation, teamwork, and leadership are all values that help General Tax Administration meet its goals every day on behalf of Florida's citizens.





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Since Revenue has implemented its SUNTAX system, bill and delinquency collections have increased by **65%** in spite of losing **20%** of its workforce

Collecting all taxes due

Revenue has found that most taxpayers want to do the right thing when it comes to paying their taxes. An estimated 98 percent of all tax dollars are paid voluntarily. Revenue’s unified tax system strengthens both our voluntary and involuntary collection activities while continuing to make them less troublesome for the taxpayer. Previously, collectors had to pursue one tax at a time because of our system limitations. Now, staff can easily retrieve all taxpayer information from the unified system and make one taxpayer contact to discuss all liabilities.

Since Revenue has implemented its SUNTAX system, bill and delinquency collections have increased by 65 percent in spite of losing 22 percent of the General Tax Administration’s workforce.

Lowering penalties for one-time mistakes

“Tiered penalty” legislation gave Revenue the ability to grant an automatic waiver of certain penalties for taxpayers who maintained a good sales tax filing and payment record during the prior year. However, taxpayers who repeatedly

file late or underpay their tax now pay a minimum penalty of \$50 or 10 percent of the delinquent tax (whichever is higher). Under prior law, penalties were as high as 50 percent of the delinquent tax—regardless of the taxpayer’s filing record. Tiered penalty allows us to forgive those who usually file and pay timely and provides reasonable penalties for the chronic late filer.

Encouraging electronic filing

Taxpayers can now pay taxes and file tax returns electronically for sales, unemployment, communications services, fuel, and gross receipts taxes. Approximately 28 percent of returns processed are received electronically, while nearly 90 percent of all revenues collected by Revenue are sent electronically. Electronic filing has resulted in greater accuracy, more timely tax filings and payments, increased data integrity, and quicker access to these revenues.

Approximately 90 percent of the nearly 35.7 million wage items received by Revenue in 2006 for unemployment tax were filed electronically.

Improved service through 24-hour electronic access

Businesses can access the unified tax system 24 hours a day, seven days a week, through our web site. Two new electronic functions were introduced in 2006:

- Online verification of resale and exemption certificates. Businesses can upload a customer list for electronic verification by Revenue. This helps businesses collect the correct amount of tax at point of sale.
- Clerks of the Court can file and pay the taxes and fees they collect. Clerks can view their filing history, change addresses, and correct data with ease.

Increased productivity using wireless technology

New mobile equipment, such as personal computers with air cards and special access, allows Department staff to access the network anytime, anywhere. For example, while employees are working at a taxpayer's site they can update the taxpayer's account on the spot. This saves time and reduces the number of taxpayer contacts due to inaccurate or old information on the system.

Improved sharing of electronic bankruptcy information

The federal bankruptcy courts provide electronic files to notify Revenue of bankruptcies. These files are automatically matched against both our tax database and our child support enforcement database. This allows a seamless, automated, legally appropriate handling of bankrupt taxpayers who have tax liabilities and noncustodial parents who owe child support.



Improved phone service

Revenue's customer call system for assistance with state tax issues produces the most efficient and effective handling of all customer calls. When a taxpayer calls Revenue's toll-free number for assistance and provides his unique identifier, all relevant information for that taxpayer, including the complete contact history, is automatically located and displayed. The call is then routed to the most appropriate employee along with all the account information.

This allows the call center employee to review details of the taxpayer's account, such as notes on previous conversations and correspondence, answer questions, and make adjustments to the account without switching back and forth between systems. If the employee needs to transfer the call, the account information also transfers.

The telephone system at the call center handles both incoming and outgoing calls. A new feature provides managers with greater staffing flexibility by designating employees for either incoming or outgoing calls based on current demand. Agents who normally handle outgoing calls can be switched to handle incoming calls at peak call times. This new system reduces wait time for taxpayers, enables employees to handle more calls, and better uses all available resources.

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I long to accomplish a great and noble task; but it is my chief duty to accomplish small tasks as if they were great and noble.

Helen Keller



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Using data for improvement

Our unified tax system enables staff to view, sort, and report a wealth of data about tax accounts from the production system or other data sources, providing targeted performance measures or collection areas.

The system contains “dashboard” technology—a visual display of key performance-related targets. This highlights problem areas where performance has fallen below a desired level and allows managers to further analyze and improve results.

More improvements on the horizon

Making it easier for taxpayers to contact us

We are making it easier and less time-consuming for taxpayers to contact us through the Internet. General Tax Administration is working to provide several new services:

- **Secure messaging** - Due to confidentiality of taxpayer information, Revenue faces challenges in responding to external e-mails. Through secure messaging, taxpayers will be able to communicate conveniently with Revenue while safeguarding their confidential information.
- **Single sign-on** - Currently, taxpayers have different user IDs and passwords for each tax they pay. In the near future, business owners will use a single sign-on for all taxes.

- **Taxpayer self-service** - Taxpayers will soon be able to update their own social data, such as address, phone number, e-mail address, and corporate officers. They will also be able to view their financial data for items such as payment status and filed return information.

Adding knowledge-based management systems

Adding a self-learning knowledge base in the near future will give us powerful insights into our customers by offering and tracking options such as online self-service, e-mail response, and voice self-service. (The system will allow taxpayers to submit new questions and receive answers immediately.) These capabilities will give customers and Department employees access to real-time information instantly, which will improve customer service.

Taking a picture

Electronic check presentment reduces the cost of physically handling and transporting paper checks to the bank. To increase payment-processing efficiency, Revenue began using *Check 21* or *Image Cash Letter* to transmit payment information electronically to the bank. This will extend the time we have to make deposits and will allow the state to earn additional interest on funds.

Property Tax Administration...

ensuring an equitable property tax system

The unprecedented growth of Florida's real estate market in recent years has presented challenges for local governments and taxpayers. Skyrocketing housing prices, an explosion of new construction, and increasing tax bills for property owners helped put property tax reform front and center in the 2007 legislative session.

The Property Tax Administration Program provided support to the Legislature as it considered bills to improve the local taxation system. We also assisted county property appraisers, local governments, tax collectors, and property owners with understanding and complying with their responsibilities.

At the Legislature's request, the Property Tax Administration Program studied Florida's property tax structure as part of a larger study performed by the Legislature's Office of Economic and Demographic Research. This research specifically addressed the economic preferences given to property owners through the homestead exemption, the "Save Our Homes" assessment growth limitation, as well as the millages adopted by local governments.

We also met with the Property Tax Reform Committee to explain the responsibilities of the various partners in the property tax process: Revenue, property appraisers, tax collectors, levying authorities, and the local Value Adjustment Boards.

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What we do

We oversee a local property tax system that in 2006 had more than 9 million parcels of real property and a just value of \$2.4 trillion. Due to various statutory exemptions and exclusions, the taxable value of Florida's real property in 2006 was \$1.79 trillion, resulting in more than \$30.4 billion in property taxes levied by local governments and taxing authorities. The program also has oversight responsibility for the \$1.9 billion in tangible personal property tax that is locally assessed and collected each year.

The Property Tax Administration Program reviews and approves the property tax rolls for each of Florida's 67 counties every year. This oversight process includes a comprehensive statistical analysis of recent sales data, market trends and property appraisals, as well as procedural reviews and audits of property appraiser practices and activities. We also approve the annual budgets of property appraisers and tax collectors and ensure that local governments comply with public disclosure laws.

In addition to our oversight responsibilities, the program provides a wide range of education and assistance services to property appraisers, tax collectors and their staffs. The program's certification workshops for property appraisers are widely considered to be among the best in the nation.

Our program also directly serves the citizens of Florida by providing a forum for discussing issues of concern and interest. We answer inquiries and assist taxpayers in understanding and navigating the property tax process, including exemptions, appeals and refunds.



Revenue provided more than

40,000

student training hours to elected officials
and their employees during FY 2006-2007.

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The program then organized and facilitated a panel discussion of property appraisers to share information with legislators about valuation and assessment practices, challenges in administering the current property tax system, and related issues. Finally, the Property Tax Administration Program has established, in a short period of time, the tools and data necessary to support new property tax reform legislation.

New technology

One of our primary functions is to help property appraisers increase their efficiency and effectiveness through the use of cutting-edge technology. Through training provided by the program, property appraisers use digital map data in a Geographic Information System to more

accurately and effectively identify, classify, and assess property. Revenue has also joined forces with other state agencies and water management districts to capture and share aerial photographs of each county.

Property Tax Administration is moving away from its mainframe computer system and is developing a state-of-the-art Oracle/SAP platform. This new system offers more effective tools such as the ability to conduct business electronically with property appraisers and enhanced data collection and analysis capabilities that can be used to improve the program's roll approval process. This new technology will also enable the program to provide enhanced customer service through the use of cutting-edge customer relationship management software.



Administrative Services Program...

supporting the work of all employees

Human Resources

Creating and maintaining a top-of-the-line hiring and performance evaluation system is not fast or easy work. It impacts literally every Department employee. Our hiring system fits right in with the state's PeopleFirst system to help ensure that we hire the best employees. Our Employee Evaluation and Development system is a detailed, thoughtful, and fair process designed to identify improvement opportunities early, recognize exceptional performance regularly, and develop the careers of all our employees. The constant attention to our compensation system ensures that it is fair within our agency and competitive enough to attract and retain great employees.

Accounting

A key indicator of the Administrative Services Program's success is accurate accounting for the dollars spent against the dollars available or allocated. Our bill payments consistently meet the prompt payment requirements of the Department of Financial Services. Additionally, with a reduced workforce, we have reduced reliance on hard copy procurement and accounting records by using imaging technology to save time and resources.

Purchasing

Revenue complies with complex purchasing laws and has met or exceeded targets set by the Office of Supplier Diversity every year. We have implemented the requisitioning and direct order creation processes of MyFloridaMarketPlace, giving Department purchasers a more cost-efficient method of procurement. Always aware that certain functions can be outsourced, Administrative Services has helped employees and managers change to self-service procurement using the purchasing card and MyFloridaMarketPlace.

Facilities

Revenue has offices in over 69 locations throughout Florida as well as nine locations outside the state to better serve the needs of citizens and businesses. Working with our partner agency, the Department of Management Services, we are ensuring that our facilities are compliant by appropriately aligning the square footage requirements for each employee. We are working hard to achieve our goal of bringing all our facilities up to a grade of "A" or "B" by 2010. Using the Business Owners and Managers'

What we do

The Administrative Services Program is committed to providing service to our managers and employees and to supporting all agency operations in the areas of purchasing, accounting, hiring, evaluation, compensation, facilities, contracts, property, recognition, and volunteering. Employees in Administrative Services make it possible for front-line employees to deliver quality service to the taxpayers and citizens of Florida.

We do this through our creative use of technology which allows us to provide exceptional and cost-effective internal services, ultimately resulting in exceptional services to the public.

From ensuring that Revenue's bills are paid on time, to helping a school child find a mentor, Administrative Services is committed to excellence and service.

To do for the world more than the world does for you—that is success.

Henry Ford



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Association rating system, an accepted industry standard, we have rated all facilities where Revenue employees work.

Getting in line with the concept of “one-stop shopping,” we are planning to move most of our Tallahassee employees into new buildings at the Capital Center Complex in Southwood. This is a complicated move, and Administrative Services staff paves the way, handling the details so that government operations will continue to run smoothly during and after the transition with no disruption of services to our customers. This move will ultimately provide improved accessibility for Florida citizens and taxpayers.

Recognition

Our strong recognition program provides every employee the opportunity to recognize outstanding coworker behavior and performance. Our program includes avenues to recognize high performance, innovation, teamwork, extra efforts, and exemplary community service—reinforcing behavior that models our values. Last year, with legislative approval, we were able to allocate a portion of our budget for small rewards for documented accomplishments that are “above

and beyond” performance expectations. The linkage between recognition and performance is strong. We continue to build a program that reinforces our agency values and recognizes high-performing employees.

Volunteering/Mentoring

With so many needs identified in today's world, those of us in government are in a unique position to give back to our communities. Administrative Services staff provide a single point of contact for all Department employees to learn about volunteer opportunities in their area. We provide information and assistance to match agency employees with those children, schools, and community groups that need a helping hand. Our employees do everything from serving in the armed forces to leading scout troops, from assisting hurricane victims through the Red Cross to volunteering as Guardians ad Litem, and from serving meals to the elderly to helping a child learn to read. Our commitment to service reaches beyond the daily performance of our jobs.

Information Services Program...

**enhancing efficiency and effectiveness
through technology**

The Information Services Program plays a major role in the support of technology projects in the agency. The Child Support Enforcement and General Tax Administration programs both use state-of-the-art computer systems to help them achieve their goals of becoming world-class organizations. Operations and ongoing maintenance of the Child Support Enforcement Automated Management System (CAMS) project are carried out by Information Services. Our applications development teams work in conjunction with business analysts both in the System for Unified Taxation (SUNTAX) and CAMS to evaluate needs and develop system requirements.

Additionally, we support the system hosting activities of UNIX administration, BASIS program language support, security, data center management, production control activities, and data and telephone communication for the entire agency.

Using technology best practices

Technology management as a discipline continues to evolve and ISO 20000 (International Organization for Standardization) is now defined as the industry standard. Based on Information Technology Infrastructure Library (ITIL) best practices, this standard is the model for our information technology processes. This will enable us to measure our performance and benchmark with other technology organizations around the world. From a strategic leadership perspective, the

What we do

We provide technology services to support the efficient and effective operation of Revenue. We strive to successfully integrate people, processes, and technology by promoting partnerships and consistently delivering solutions that advance the business objectives of Revenue.



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By applying a similar technology solution in two of the agency's major programs, we have aligned our information services resources into areas of technical expertise.

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migration of the current organizational structure and operations to the ITIL standard is our main focus.

Next year we will implement a service desk—a central point of contact that all Department employees will use to request services. Services will include:

- **Incident management** - to restore interrupted services to our customers.
- **Problem management** - to review incidents, determine root causes, and recommend long-term solutions.
- **Change management** - to control changes to the production environment.
- **Release management** - to test and coordinate changes to the production environment.

Underlying all of these processes will be a configuration management process, which will enable us to understand the relationship of all the different parts (hardware and software) of technology required to deliver any needed services to our customers.

Applying technology for the future

Revenue has recognized the value of using Enterprise Resource Planning software packages for common business needs and processes. Enterprise systems are used to combine the data and processes of an organization. CAMS and SUNTAX (our child support and tax administration computer systems) both use Enterprise technology, and even though each has unique requirements, we can identify business processes common to both programs and merge the technology. The Enterprise approach adds off-the-shelf programs and allows a more efficient use of limited technology resources to focus on business requirements unique to Revenue.

By applying a similar technology solution in two of the agency's major programs, we have aligned our information services resources into areas of technical expertise. This "center of excellence" approach will help us expand similar applications into other areas of Revenue, such as reporting requirements and data mining functionality for Property Tax Administration. This common use of resources, both technical and human, will provide Revenue the flexibility and speed to respond to changes in the business environments of our programs.

Knowledge-Based Leadership...

a proven model for innovation and efficiency

The Department of Revenue is committed to providing learning and performance improvement activities that ensure knowledge transfer and deliver proven business results.

Knowledge-Based Leadership (KBL) training is an intensive five-month program designed to teach fact-based problem solving and leadership skills to Revenue employees. As part of this training, participants are required to apply quality tools they learn in class to real world problems; this approach is commonly referred to as "action learning." A unique aspect of this training is that each participant has access to the instructors/mentors for assistance in between classes. Because of the interaction and individual attention given to each participant, class size is limited to 20, with one instructor/mentor for ten participants.

Since June of 2003, 108 key management employees have taken KBL classes. Approximately 225 management employees have served on problem-solving teams with the training participants. This means that 44 percent of our managers have been exposed to this problem-solving methodology. Approximately 500 non-management employees have also served on the teams.

The projects have more than paid for themselves. The initial return on investment calculations for completed projects reveal that for every dollar invested in the training there is an average of \$23 returned in increased revenue, savings, or productivity.

Additional benefits to Revenue include a workforce with advanced problem-solving abilities, and the identification of improvements that can be applied to other areas of the agency. The following

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Knowledge-Based Leadership is divided into seven stages:

- Introduction to quality leadership skills
- Define: Identify core issues
- Validate: Understand core issues
- Analyze: Recognize and analyze key causes
- Improve: Implement recommended solutions
- Control: Measure and sustain improvements
- Project presentations to senior leaders

Each participant is required to:

- Select a project that is linked to a strategic challenge or business process problem deemed important to the agency.
- Select subject matter experts and work with them as a team to follow the quality methodology taught and modeled in class.
- Justify the project in terms of dollars saved, additional money collected, increased productivity, reduced cycle time.

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are just two examples of teams that produced measurable improvements and results in 2006.

Reduction of Unemployment Tax Lien Cancellations Team

Deborah Maddren, General Tax Administration

Over the past four years, there was a significant increase in the delay and workload for processing unemployment tax liens. There was a 30 percent increase in auto-filed liens, a 60 percent increase in the number of cancelled liens processed, a 235 percent increase in the associated employee time required to process the liens, and a 181 percent increase in the employee time required to process all recorded documents.

To reduce these delays and workload, a team determined the optimum lien filing threshold to recommend and obtained approval to implement this change into the unified tax system. This should bring the lien filing amount in line with what is being done in the other taxes and reduce the number of unemployment tax lien cancellations.

By improving the language on the notices, the team expects to reduce cancellations due to account inactivations (for example, businesses going out of business) by approximately 50 percent.

Based on the number of cancellations in 2005, the team expects a reduction of 7,761 cancellations. Since cancellations result in the recording of two documents for input (the filed lien and cancellation), an increased savings of over \$170,000 is expected annually.

The team:

Bill Cumbie	Stephanie Mills
Margaret Gowen	Frank O'Kelly
Mary Sue Lunsford	Sandy Singleton
Deborah Maddren	Pam Sumner
Nancy Jarvis	



*Fall 2006 Knowledge Based Learning
Classes in Tallahassee, Florida*

Orange County Non-Served Summons Team

David Gillen, Child Support Enforcement

David Gillen became a Knowledge-Based Leadership “Keyholder” in March 2006, by presenting his second project. David’s team chose to examine non-service, which is an unsuccessful attempt by the process server (sheriff or private) to physically serve a noncustodial parent with an initial court summons. Non-service is usually caused by inaccurate location information, untimely processing, the transient nature of some noncustodial parents, and noncustodial parents who avoid service.

Define

The team defined the problem as follows: A noncustodial parent must be served with an initial summons to establish a child support order. In Orange County, 34 percent of judicially referred cases for paternity and/or support do not go forward for support due to non-service of the initial summons. Reducing the number of non-served cases should result in more orders for child support and more money for the children of Florida.

Validate

The problem was validated using data from monthly reports of cases without a support order and federal performance reports including: 1) total number of cases in a referred status compared to the number of cases in the non-served caseload in the previous year; 2) site comparative review of the non-served codes in the judicially referred and non-served caseloads in the previous year; and 3) large service site comparative review for obligation rate performance.

Analyze

In this stage, the team flowcharted the summons service process and identified possible gaps in the process, brainstormed possible causes for non-service prior to review of the cases, and reviewed more than 1,400 Orange County cases that were in a non-served status. They developed a spreadsheet which captured relevant data.

Implement

After reviewing and analyzing the data and completing root-cause analysis, the team identified the required components of the action plan. The action plan consisted of ten improvement opportunities identified by the team.

Control

The changes made to improve the location information for processing referrals have been effective and have improved the process significantly. Changes include eliminating group interviews, improving location verification standards, and improving communication with process servers. We also have staff focused on encouraging the use of the Administrative Support Process, where service in many cases can be accomplished by certified mail. The number of non-service cases was reduced from 1,528 to 1,022 (a 33 percent reduction). This contributed to the Orlando obligation rate increasing by 6.8 percent, one step closer to getting more money to more children, more quickly.

Savings

- Two full-time positions, one in the Location Process and one in the Order Generation Process. Both individuals were moved to the Intake Process to assist with initial case processing.
- Changing to a central reviewer for outgoing judicial referrals saved all three Establishment managers an average of one hour per day in case review time. An estimated \$11,392 is saved annually by reducing the time the managers spend reviewing cases. The grand total in annual cost savings for this project is \$63,392.

The team:

Jennifer Hritz	Nancy Flechilla
Jenifer Rivers	Joanne Hudson
Dawn Pace	Rita Layson
Shuwan Jackson	David Walrath
Judy Dennis	David Gillen

By The Numbers

DOR Audit Program

The results below show how well Revenue's audit process met respondents' expectations in audits of sales and use tax, corporate income tax, and unemployment compensation tax. Audit quality survey results continue to show that Revenue meets or exceeds taxpayers' expectations on most measures. Revenue is pursuing initiatives enhancing the use of electronic review of certain taxpayer records to assist auditors, drive down costs, reduce the length of time needed to conduct audits, and decrease disruptions to the taxpayer's business.

Sales & Use Tax and Corporate Income Tax Audits:	Exceeded Expectations			Unemployment Tax Audits:	Exceeded Expectations		
	2005-2006	2006-2007	Change		2005-2006	2006-2007	Change
Promptness of the auditor in keeping appointments	62%	64%	2%	The auditor's cooperation in scheduling the audit at a mutually agreeable time and place	69%	70%	1%
Lack of disruptions to your business by the auditor	65%	71%	6%	The explanation, prior to the audit, of the purpose of the audit	57%	58%	1%
Length of time to conduct the audit	61%	63%	2%	The explanation of the records needed to complete the audit	60%	61%	1%
Professionalism of the auditor	80%	80%	0%	Lack of disruptions to your business by the auditor	71%	71%	0%
Auditor's knowledge of the audit/tax laws	71%	70%	-1%	Professionalism of the auditor	82%	82%	0%
Education you received about Florida's tax laws	56%	60%	4%	The explanation of the audit findings upon completion of the audit	70%	71%	1%
Auditor's explanation of any proposed adjustments	64%	68%	4%	Your overall audit experience	76%	76%	0%
Auditor's explanation of your appeal rights	59%	60%	1%				
Your overall audit experience	76%	73%	-3%				

Tax Education Seminar Satisfaction Survey

To ensure quality service is being provided to taxpayers, the Taxpayer Education Seminar Satisfaction Survey was designed to gather feedback and input from taxpayers attending Revenue tax seminars. This tool is being used to identify taxpayer educational needs and to develop new and revised tax training materials.

Survey Question	July 2005 – June 2007		
	Exceeded Expectations	Met Expectations	Fell below Expectations
Education you received about Florida's tax laws	62%	38%	0%

By The Numbers

The following table contains the survey results from our web site. Visitors self-select the survey and answer a variety of questions. Here is a sample:

Web Site	Yes	No	Don't know/Not sure
Did your visit to our web site eliminate your need to call, write, e-mail, or visit a DOR service center?	36%	51%	13%

The following three tables contain data from customer contact feedback surveys, called "Tell Us What you Think" cards, issued in the service centers from October 2006 – April 2007. Respondents are taxpayers who visited the service center for assistance.

Service Center - Front Counter Assistance				
How long did you wait to get assisted?	< 5 min.	5-9 min.	10-14 min.	15+ min.
	84%	11%	3%	2%
	Yes	No		
I was assisted soon enough to meet my needs	99.5%	0.5%		
I was provided information that was clear enough to understand	99.6%	0.4%		
I was provided information that met my needs	99.7%	0.3%		
I was assisted in a professional manner	99.8%	0.2%		
My question or issue was resolved	99.2%	0.8%		
	Dissatisfied	Neither	Satisfied	
Overall, how satisfied were you today?	0.6%	0.3%	99.1%	

The following data is from an Internet survey where taxpayers who receive a Revenue publication choose to answer the survey.

Publications	Yes	No
Was the publication provided soon enough to meet your needs?	84%	16%
Was the publication written clearly enough to understand?	86%	14%
Did the information in the publication meet your needs?	89%	11%

By The Numbers

Revenue Collection Summary

Five Year Comparison of DOR Administered Tax Collections FY 2002-03 through FY 2006-07 (\$ Millions)

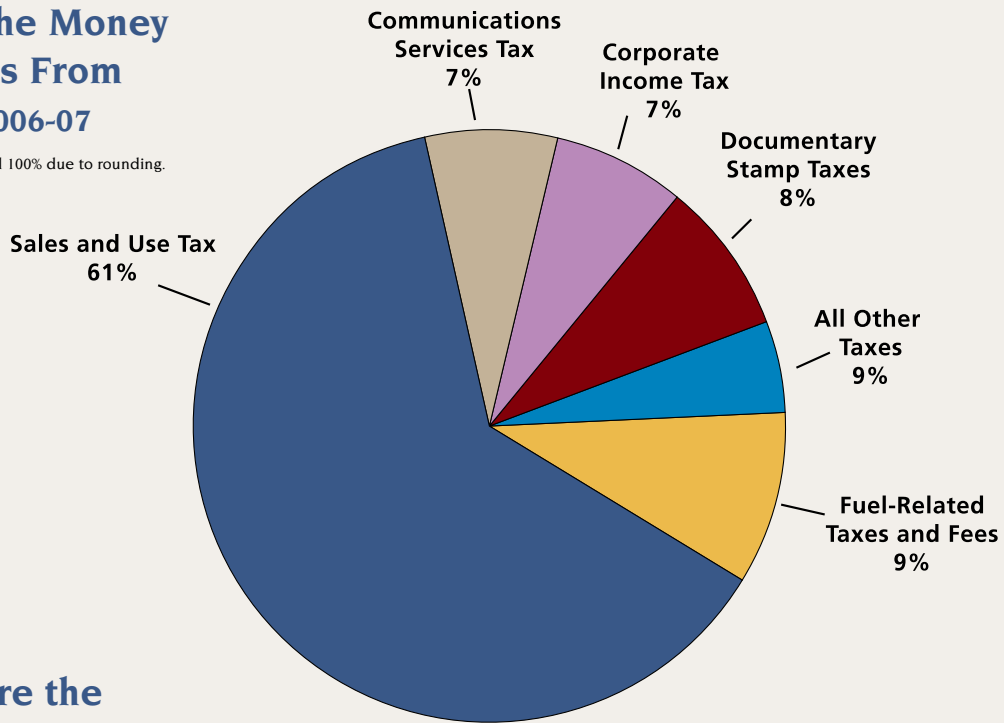
General Revenue Sources	Actual Deposits				
	2002-03	2003-04	2004-05	2005-06	2006-07
1 Sales and Use Tax	\$16,670.1	\$18,420.1	\$20,572.1	\$22,814.4	\$22,854.6
2 Communications Services Tax	\$2,004.2	\$2,058.6	\$2,210.7	\$2,338.5	\$2,420.8
3 Corp Income and Excise Tax	\$1,226.9	\$1,345.8	\$1,736.9	\$2,405.9	\$2,442.5
4 Documentary Stamp Tax	\$2,022.3	\$2,667.4	\$3,414.6	\$4,105.4	\$3,064.5
5 Insurance Premium Tax	\$510.9	\$573.1	\$609.0	\$685.8	\$785.9
6 Intangible Tax B & D (annual)	\$346.2	\$261.7	\$291.3	\$187.9	\$40.0
7 Intangible Tax C	\$460.5	\$583.3	\$679.1	\$891.3	\$726.7
8 Estate Tax	\$558.9	\$383.0	\$324.7	\$71.3	\$43.4
9 Severance Tax - Oil & Gas	\$5.3	\$6.8	\$7.9	\$9.3	\$9.4
10 Severance Tax - Solid Mineral	\$41.4	\$37.3	\$50.8	\$46.5	\$36.5
11 Audit Clearing Account	\$173.1	\$184.5	\$120.2	\$111.1	\$129.2
12 Warrant Clearing Account	\$30.3	\$11.7	\$4.9	\$1.0	\$0.5
13 GR Sources - Refunds	(\$391.4)	(\$371.3)	(\$293.6)	(\$317.9)	(\$335.3)
Subtotal: General Revenue	\$23,658.7	\$26,162.0	\$29,728.6	\$33,350.4	\$32,218.6
Other Tax Sources					
14 Governmental Leasehold Tax	\$1.3	\$1.1	\$1.5	\$1.0	\$0.5
15 Fuel-Related Taxes and Fees	\$2,937.8	\$3,095.8	\$3,221.0	\$3,379.3	\$3,167.9
16 Gross Receipts Tax - Utility	\$403.6	\$445.6	\$475.8	\$562.4	\$603.1
17 Solid Waste Return Taxes	\$164.1	\$166.4	\$184.1	\$188.7	\$185.7
18 Warranty Fee (Lemon Law)	\$8.2	\$4.6	\$2.5	\$2.3	\$2.3
19 Miscellaneous	\$5.7	\$5.5	\$5.9	\$6.0	\$9.4
20 Other Sources – Refunds	(\$48.3)	(\$60.3)	(\$36.9)	\$2.0	(\$57.2)
21 Unemployment Tax	\$680.0	\$935.3	\$1,159.5	\$1,244.2	\$1,047.4
Total DOR Administered Taxes	\$27,811.1	\$30,755.9	\$34,742.1	\$38,736.1	\$37,177.5
Annual Percent Change		10.6%	13.0%	11.5%	(-4.0%)
Growth over 5 years					33.7%
Distributions					
General Revenue	\$18,365.2	\$20,085.9	\$22,977.8	\$25,149.0	\$24,298.3
State Trust Funds	\$4,031.7	\$4,431.4	\$4,862.6	\$6,172.9	\$6,038
Local	\$4,727.8	\$5,229.2	\$5,699.8	\$6,250.8	\$6,357.5
	\$27,124.7	\$29,746.5	\$33,540.2	\$37,572.7	\$36,694.0*
GTA Total Authorized FTE (June)	2,512	2,412	2,411	2,411	2,377
Annual Percent Change		(-4.0%)	(-0.0%)	0.0%	(-1.4%)
Change over 5 years					(-5.4%)

*Previous annual reports have shown distributions of state revenue shared with the local governments. The distributions in this report reflect both state and locally imposed revenues administered by the Department and distributed to local governments.

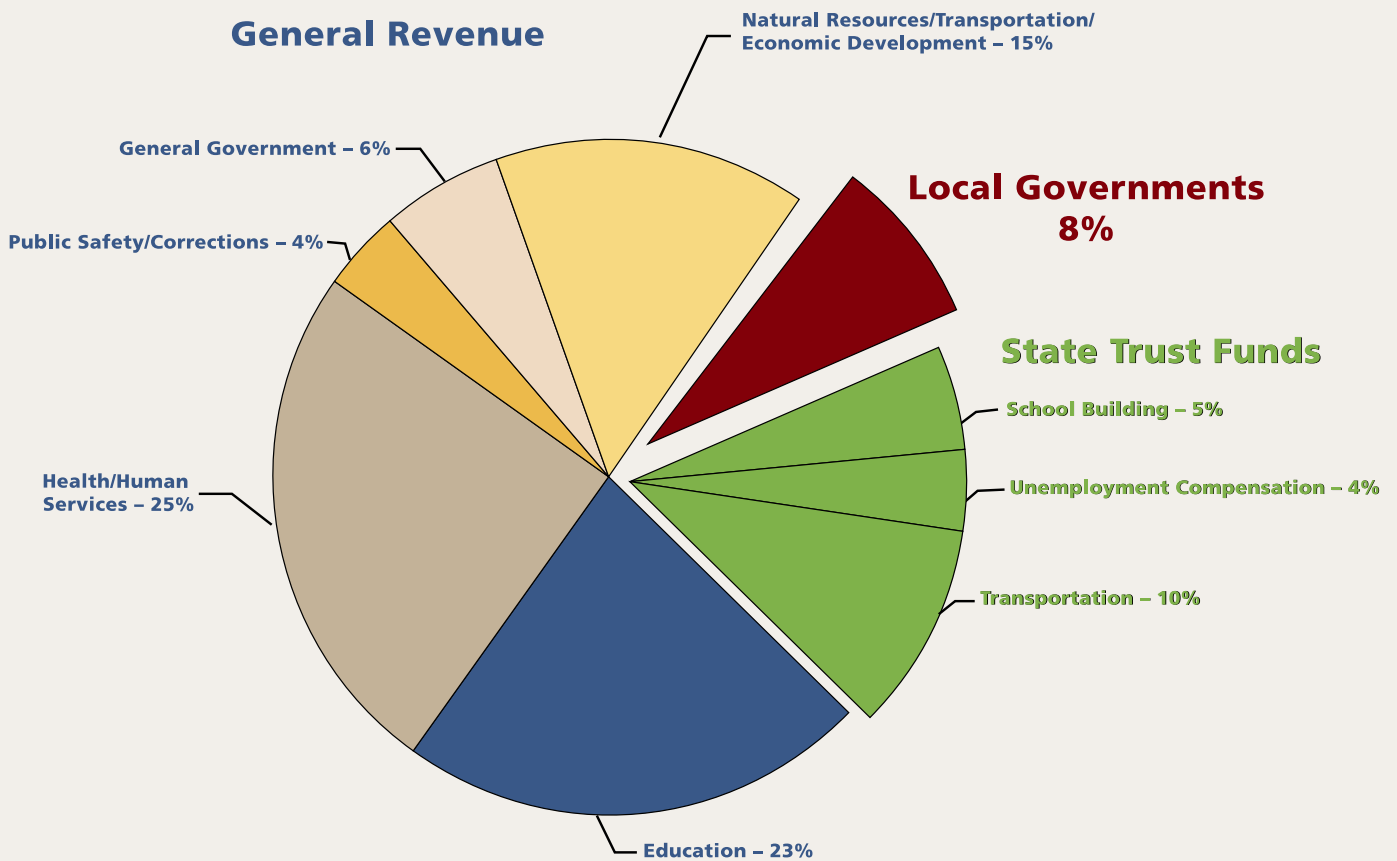
By The Numbers

Where the Money Comes From FY 2006-07

Total does not equal 100% due to rounding.



Where the Money Goes Budget Year 2006-07



By The Numbers

Child Support Enforcement Summary

Child Support Cases^Δ	2002	2003	2004	2005	2006
Cases with no support order in effect	256,729	228,363	227,676	222,815*	191,245
Cases with support order in effect	410,809	436,699	461,185	497,576*	555,430
Total cases	667,538	665,062	688,861	720,391*	746,675
Collections (in millions)^Δ	2002	2003	2004	2005	2006
Total received	\$870.5	\$964.8	\$1,072.2	\$1,159.2*	\$1,253.8
Dollars received through income deduction orders	\$425.1	\$458.3	\$618.3	\$688.0	\$787.2
Paternity Establishment[†]	2002	2003	2004	2005	2006
Children born out of wedlock in this state for whom paternity was established during the year	62,519	72,149	76,626	87,831	89,487
Percentage of children with paternity established	80.1%	89.4%	92.5%	99.9%	99.2%

Δ Reported on state fiscal year basis (July-June).

† Reported on federal fiscal year basis (October-September).

* Corrected from previously published figures

Property Tax Administration Summary

	2002	2003	2004	2005	2006
Just values of Florida real, personal, and centrally assessed property	\$1.23 Trillion	\$1.39 Trillion	\$1.58 Trillion	\$1.90 Trillion	\$2.40 Trillion
(Percentage increase over previous year)	(11.3%)	(12.2%)	(14.0%)*	(20.4%)*	(28.7%)
Real property assessment differential value of homestead capped parcels	\$80.36 Billion	\$117.89 Billion	\$165.14 Billion	\$246.46 Billion	\$404.47 Billion
(Percentage increase over previous year)	(68.6%)	(46.7%)	(40.1%)	(49.2%)*	(64.1%)
Value of \$25,000 homestead exemption to Florida taxpayers	\$99.51 Billion	\$101.97 Billion	\$104.57 Billion	\$106.8 Billion	\$108.9 Billion
(Percentage increase over previous year)	(2.8%)	(2.5%)	(2.6%)	(2.2%)*	(2.0%)
Property taxes levied by counties, cities, school boards and other taxing districts	\$17.77 Billion	\$20.36 Billion	\$22.47 Billion	\$25.69 Billion	\$30.4 Billion
(Percentage increase over previous year)	(6.2%)	(14.6%)	(10.4%)	(15.5%)	(18.4%)

Source publication: 2006 Florida Property Valuations & Tax Data

* Corrected from previously published figures

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Department of Revenue

Web Site:www.myflorida.com/dor

Taxpayer Information:

Toll-free: 800-352-3671

TDD: 800-DOR-TDD1
(800-367-8331)

Report Tax Violations:

Toll-free: 800-FL-AWARD
(800-352-9273)
(Florida only)Toll call: 850-922-2668
(outside Florida)

Child Support Information:

Toll-free: 800-622-KIDS
(800-622-5437)

