



# *Treasurer's Office FY22 Budget Overview*

*Template "A"*

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## **GENERAL INFORMATION**

OFFICE/DEPARTMENT: TREASURER

BUDGET CONTACT PERSON: JOHN DAVID DAVIDSON

BUDGET TEAM MEMBERS: JOHN DAVID DAVIDSON, MORGAN DRAGE, JESS BAIRD

BCC PRESENTATION DATE: JUNE 23RD, 2021



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# BLAINE COUNTY *Idaho*

## *Treasurer's Office/Department Profile*

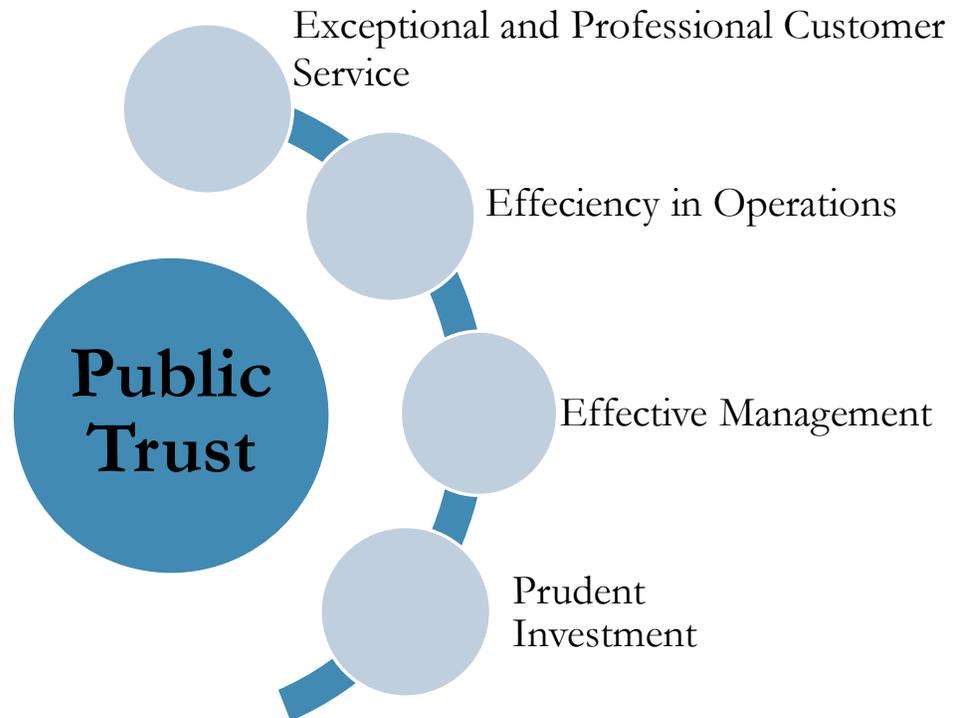
### **Operational Description**

The Treasurer's duties and responsibilities are numerous and extensive. Our office is responsible for receiving all moneys belonging to the county, and all other moneys by law directed to be paid to the treasurer, safely keep the same, and apply and pay them out, rendering account thereof as required by law. We must file and keep the certificates of the auditor delivered to us when moneys are paid into the treasury, and keep an account of the receipt and expenditure of all such moneys. We have to keep our books so that the amounts received and paid out on account of separate funds or specific appropriations are exhibited in separate and distinct accounts, and the whole receipts and expenditures shown in one general or cash account. The aforementioned responsibilities are daily occurrences. The treasurer must settle his or her accounts relating to the collection, care and disbursement of public revenue, of whatsoever nature and kind, with the auditor, each month keeping track of the amount of money or other property received prior to the period of such settlement, the sources from which the same was derived, the amount of payments or disbursements, and to whom, with the amount remaining on hand. In making such account, and for all other purposes, the treasurer shall report uncollected fees, personal property taxes or other revenue due but unpaid for a period of five (5) years.

The Treasurer's office receipts and deposits all monies coming into the County from all sources daily, and invests idle funds in secure instruments to achieve the best possible return, to help fund the county budget in the safest manner possible, within the pre-established limits and guidelines defined by Idaho Statute as well as the Blaine County Investment Policy. The Treasurer works closely with all local financial institutions, the State Treasurer's office and investment brokers to obtain the best return on all financial accounts and reconciles these accounts. All financials are balanced with the Clerk each month, quarterly, and yearly. The Treasurer's Office calculates, bills, receipts and apportions property tax payments for all of the taxing districts within Blaine County. Customers call daily requesting this information. The Chief Deputy works closely with numerous mortgage companies and taxing service agencies in maintaining electronic mortgage request and payment files. The Treasurer's office builds, prints, and mails tax reminders and delinquent notices each year either internally or through a third-party vendor.

Our office is also responsible for tax deeding properties. In July, after the third year of delinquent taxes, our office mails the first courtesy letter informing the tax payer that the tax deed process is initiating. The second letter is mailed in September, and then is followed with the Notice of Pending Issue of Tax Deed in January. Research is simultaneously being conducted to locate parties of interest on these properties and to solve any problems that may have surfaced prior to the Tax Deed hearing in May. We also maintain numerous bankruptcy files. The Treasurer must also act as Public Administrator for deceased persons' estates who have no other representatives.

## Department Mission

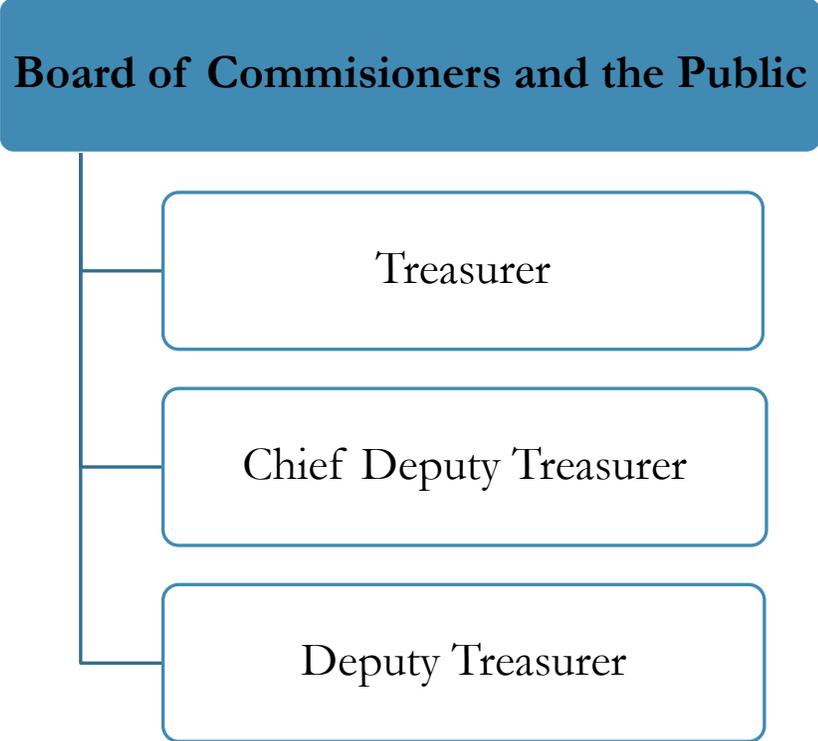


The County Treasurer and staff are committed to ensuring the public's trust in the demonstration of fiscal accountability and effective management of Blaine County's resources. By focusing on providing exceptional and professional customer service, efficiency in operations, cost effective decision making, and prudent and practical investment strategies, we can continue to provide, and improve upon the services our office provides to the people of Blaine County.

### Defining Characteristics:

- ❖ Cost effective decisions
- ❖ Efficacious collection, disbursement and management of all receivables
- ❖ Prudent investing of idle funds to help meet capital needs and liquidity requirements

# Organizational Structure



Like any other county department or office, the Treasurer's Office reports to the County Commissioners, while its duties and obligations are for the people of Blaine County. Although the Treasurer's Office is hierarchical in structure, the opportunities to share responsibilities and cooperate on projects, outcomes, and goals are numerous. This structure is also often augmented by an outside individual that facilitates with operations during collection times and during times when the office is attending conferences.



## FY 2021 Outcomes

This past year the Treasurer's Office had 3 different proposed outcomes that aligned with our department's mission and aimed to improve upon current procedures and processes. The values that our office believes to be important to the people of Blaine County as well as integral to the County's operation were heavily considered in the creation of our outcomes. Many of these outcomes were achieved with fantastic results, while others lead to the discovery of possible improvements that could be made upon pre-established operations.

### **3 Outcomes for FY 2021:**

- 1) Ensure efficient County operations
- 2) Improve upon County investments
- 3) Ensure professional customer service

The following section will briefly touch upon these 3 outcomes and the impact that each had within our office and County.

## FY 2021 Outcome 1

### **Outcome Description**

- Ensure efficient County operations.
  - Key performance question– How can the Blaine County Treasurer’s Office ensure efficient County operations?
  - Key performance indicators – Process payments and County revenue in a timely manner.
  - Key performance measures – Deposit all property tax payments within five business days from the postmark date on envelope with minimal errors with the help of Zion’s, eNotices, and Master’s Touch doing our mailing/emailing for both December and June. Report property tax apportionments, reports and financial balancing more quickly with a move towards CAI reconciliation and turn over to the Clerk by the first business day of each month. Deposit all County funds daily.

### **Impact**

- By using both the Computer Arts software as well as Zion’s lockbox processing, the Treasurer’s office was once again able to expedite the processing of property tax payments in the month of December, enabling the monthly turnover to be completed by December 31st, 2020. During a typical year, myself and the other treasurers of Idaho meet with CAI and encourage CAI to construct additional improvements to their software. As you are all well aware, FY 2020 was the year of many shutdowns due to Covid-19, and these communications were stalled, and the shortcomings of CAI continued to pile up.
- This past year we had the goal of working with other departments to look for a long-lasting software solution that met the needs of our office, the Assessor’s Office, the Clerk’s Office, the IT department, as well as the Land Use department. This goal felt even more imperative as the year continued on. Computer Arts’ assurances that their level of service would improve ended up being another empty promise. One of our “key performance indicators” was to have CAI facilitate our move to using their software for our reconciliation process. As you may recall, our current system involves using reports from CAI and then balancing and

## EFFICIENCY

Efficiency is the extent to which time, effort, or cost is well-used for the intended task of function.

It often refers specifically to the capability of specific application of effort to produce a specific outcome effectively with minimum amount of quantity of waste, expense, or unnecessary effort.



reconciling those reports using Excel. We then use a version of Quicken as a failsafe to double check our work. Low and behold, CAI did not help us move our entire reconciliation process to their platform, so we continue with the old process. Other offices also continue to have frustrations with CAI, which lead to our office initiated a secondary visit from the software company, Tyler Technology.

- Our office and the other departments attended a second demonstration this year by Tyler, and we were all very impressed with their presentation. They seem to have a software solution that would be inclusive of all departments, and it seems to be superior to our current systems. Their web-based platform has all the bells and whistles, and has already been partially implemented in other counties across the State. Our major concerns involve implementation and the fact that they have not yet created a solution that is Idaho county specific for property taxes. We would be the first county to go this direction, and being the guinea pig is not always an attractive endeavor. However, if we were the first county to go with them, they promise to build the program to suite our needs. JoLynn Drage and my office have spoken about sending some of our staff to “job shadow” counties that have switched over to the financial arm of their software, to get a better understanding of how that transition process worked, and what if any, problems they have had with Tyler Technologies. We understand that the process to switch to their program may end up lasting as long as two years, at which point we would need to continue paying for CAI as well as the Tyler software, which could prove to be quite expensive. They have not yet come back to us with a proposal, but we presume they will have one ready soon.
- I understand that our budget officer may be budgeting a line item this year to help pay for a transition to a new system such as Tyler Technologies, and I believe this to be important for the County, because we don’t know how long we can continue on with CAI, and we don’t know how long they will be around. It’s better to budget now for a transition than to be caught with no other options should CAI one day fail.
- Another goal of our department last year was to continue to search for the most cost effective and efficacious ways to pay property taxes. We started by working with CAI and Point and Pay to integrate payment data from Point & Pay (one of our then two credit card processing vendors) into our payment processing portal with CAI. Point and Pay’s dataset that they created for us has been cumbersome and difficult to use, and not only was this implementation less than seamless, it was much delayed. Point and Pay also missed the mark on several other upgrades that we have been requesting for a number of years, which lead to our office finding a third alternative for credit card processing, GovPros.
- Our goal was to find or create a system that focused on ease of use, ease of reporting, ease of integration with our existing software, and a cost savings to the public, and GovPros promised to hit every one of those benchmarks. They are a new company to Idaho, however, I believe their presence here, especially in Blaine County, will be a permanent one. They have worked in municipalities in Michigan, Colorado, and Arizona, and their references from all states have had wonderful things to say about them.
- An additional benefit of their system more aligns with our third outcome from last year (ensuring professional customer service), but I will briefly touch on it in this section of the presentation. Not only were their credentials impressive, but their level of service, their security with payments, and their potential savings to the citizens of Blaine County seem to be significant improvements to our



current Point and Pay system. Previously, Point and Pay was charging a 2.5% processing fee for credit/debit card payments and \$1.50 for electronic checks to customers above and beyond their payment to the County. The new price structure with GovPros is 2.25% for normal credit/debit cards, 3.5% fee for American Express, and \$1.00 for electronic checks. The electronic payments for Blaine County tend to be around \$10.5 million dollars a year, so we assume that the savings to tax payers will be upwards of \$20,000 should all customers utilize this new system. Not only are tax payers saving money on processing fees, but there is an additional convenience now when paying property tax bills, due to the QR codes Govpros provides us to print on our tax bills. These QR codes on our tax bill (or reminder notice), when scanned with a cell phone, directs users to our payment portal so that tax payers can pay their property taxes through their phone without having to go onto the computer. This is especially applicable in the current pandemic society in which we find ourselves. The credit card processing machines provided by GovPros for our over the counter credit/debit card payments also include chip readers, a much needed upgrade from the previous Point & Pay card swipers of yesteryear. This additional level of security should be much appreciated by tax payers.

- The implementation of Govpros has been a little rocky, however, resulting in us to not utilizing them for 100% of our transactions. After several weeks of taking payments, we are still working out the kinks to make their reports more easily readable to facilitate our balancing, and they continue to work on building us a payment file to be downloaded to our CAI software to increase efficiency when entering electronic property tax payments.
- Another “key performance indicator” we had last year was to deposit all property tax payments within five business days from postmark date. Our office did our best on this front, depositing property taxes as soon as possible and doing a wonderful job with property tax collection. This past December we processed \$41,137,324 of the \$65,866,704 (2020) taxes due for the year. In comparison to 2019, 2020 billed amount for all districts was about \$5.9 million dollars less than the previous year (due to a bond expiring and a reduction in tax amounts due to Governor Brad Little’s tax credit). Looking at these numbers as a percentage, in 2020 we collected 62.5% of taxes charged). This is right in line with yearly averages. In 2019 we collected 59.6% by December 31<sup>st</sup>, and the year before that, we collected 61%. This falls into the ballpark of where we usually are for collections for the month of December. This was welcoming considering the dire straits that many people were in for several months during 2020 due to the pandemic.
- Despite the success in collections, the goal of depositing property tax payments within five business days from the postmark date was thwarted by the US Postal Service. Many payments came in well over the 5 day goal, and some envelopes did not reach us until many weeks after they had been originally postmarked, resulting in cancellation of late fees and interest because the property tax payer had in fact had their envelope postmarked by the due date.
- Zions Lockbox system continues to be our best friend when it comes to timely property tax postings. We will again utilize them in the future.
- As far as signups for our eNotices system, we’ve had 218 new signups since the beginning of October, which is close to the number of people that signed up the previous year during the same time period (288). We had 1,690 downloaded notices with 366 people paying from the platform. These numbers are similar to last year’s numbers with 1,807 downloaded notices, and 397 people paying from the platform. It is not highly utilized, but it is free to use and provides property tax



payers with another tool in their arsenal to pay their property taxes. One issue with the eNotices program is that emailed property tax statements come from the email address [help@enoticesonline.com](mailto:help@enoticesonline.com) and many property tax payers believe this to be a spam address, and often do not open or even see the email. We are looking at ways to make this easier for people to not overlook.

- We still have two public administration cases out there that we are waiting for contracted layer at Sun Valley Law to wrap up for us. Hopefully they can finalize this process this coming year, if not before the end of this fiscal year.

## FY 2021 Outcome 2

### Outcome Description

- Improve upon County investments
  - Key performance question— How can the Blaine County Treasurer’s Office make the best investment decisions and how can we better convey our decision-making process to the public?
  - Key performance indicators – Keep apprised of current treasury interest rates and length of maturity for Government Agency Bonds.
  - Key performance measures – Improve county investments by improving upon our existing investment policy, and sending staff to annual conferences for continued education.

### Impact

The nature of the treasurer’s job is to make investments that receive the best rate of return after both parameters of safety and liquidity are met. This goal will always be a goal of our office, and we will always work very hard to achieve it.

- We typically average a little over 2% in our investments because of the safe, low risk options legally available to us. As such, we cannot piggyback off of the recent gains in the stock market, but neither do we see the significant losses when the stock market declines. Our investments are limited to those allowable by Idaho Code and our Investment policy. The lack of volatility in our investments and the laddering out of our maturities provide safety, the liquidity to pay our current expenses, and the opportunity to earn interest on the money we have. Our investments continue to be made in government backed or highly rated bonds, treasury notes, CD’s, etc., providing us that safety we are looking for. Obviously, the available yields have recently declined, but the opportunity to invest at higher rates in the future will be available to us, seeing as we have laddered out our portfolio to invest when rates have climbed back up to prepandemic levels. The safety of our investments does not necessarily mean low returns, however. This year, our weighted average coupon has been 2.11%, and given the current market situation, it is a strong number.
- As you may recall, the past several years I have managed tax distributions a little differently, taking advantage of the higher interest rate found in the Pool. For most of the year, the County is allowed to hold property tax distributions for 15 days before then turning them over to the districts for which we collect (after December and June collections, we are allowed to hold funds for a week longer). In the past, these funds have been held in our various designated tax collector accounts, but these past few years, I’ve been moving those funds over to the Pool for the allotted time we are allowed to have the funds, in order to take advantage of the higher interest rate. This strategy, coupled with the

## RETURN ON INVESTMENT

### SAFETY

Safety of principal is the foremost objective in regards to our investments.

### LIQUIDITY

Blaine County should remain sufficiently liquid to meet all operating requirements.

### YEILD

Blaine County should seek and attain market rate return throughout budgetary and economic cycles, taking into the investment risk constraints and cash flow characteristics of the portfolio.



higher interest rates these last few years has resulted in quite a bit more in interest earnings. But along with other falling rates, the Pool rates have declined as well.

- When I first started in the Treasurer’s office, the State Pool was earning .1365% and two years ago, I was boasting that we were earning an incredible 2.5727%. Currently we are sitting at .1703%, which is much closer to the rates when I came into office than they have been the last few years. These low rates, however, continue to be much higher than our traditional checking and savings accounts, which is why we continue to utilize the pool for short term gains. The Pool has a secondary benefit as being fairly liquid. The County is able to access money in the Pool within one business day, instead of having it tied up in the longer-term, which also currently have lower than average rates.

Here is a chart of our investment earnings year after year, starting with the year 2015.

<u>Fiscal Year</u>	<u>Investment \$ Earned</u>
2015	\$167,616
2016	\$199,128
2017	\$268,871
2018	\$343,273
2019	\$481,232
2020	\$413,605

\*These numbers are taken from the “Budget Worksheet (revenues)” report 6/10/21

- As you can see, the County has managed our investments incredibly well over the past few years, however, as I mentioned during my budget presentation last year, these earnings were likely to decrease significantly. Looking at our “Budget Worksheet” report I use to create our office budget, only about \$130,000 has come in from investment earnings as of 06/10/21. We still have quite few months of investment earnings to come, but as I projected, the amounts will be lower than the last few years. As far as cash flow from our investments, we are strategically laddered out well to capture raising rates, should they materialize, and even have some callable bond options that will be a benefit if rates fall again or we need emergency funds for an immediate response.

### FY 2021 Outcome 3

#### Outcome Description

- Outcome 3 – Ensure professional customer service.
  - Key performance question– How can the Blaine County Treasurer’s Office ensure that we are providing professional customer service?
  - Key performance indicators – Provide a variety of easy options for property tax payments and provide more easily accessible information on our website to increase transparency
  - Key performance measures – Continually provide a webpage that offers pertinent information as well as easy access to services such as property tax payments and changes to mailing addresses

#### Impact

- This past year we have continued to make improvements to our webpage, one of which was adding past levies and voter approved fund tracker information to our website. In the past, we typically only have the current year fund tracker and levy information, which is mandated by State Statute, but we felt it would be beneficial to start keeping our older fund tracker and levies on there for people to refer back to. As you may recall, the legislature recently mandated that we either have this information on our tax bill, or provide a link to our website where we host the current tax year information. We went with the later option, just because our property tax bill is quite busy to begin with. It includes all the information we are statutorily required to provide, and in addition, we provide inserts to sign up for electronic billing notifications as well as yellow insert providing information in regards to postmark and payment processing.
- Master’s Touch did our electronic as well as paper billing once again this year. They usually do a great job, however, this year, they forgot to perforate our reminder notices, making it more difficult to tear off the paper stub for processing that is sent to our Lockbox. We haven’t received many complaints about this issue from either our customers or Lockbox, but Master’s Touch did take off about \$681.00 from our final bill to “remedy” the situation.
- We also saved money and confusion in other areas of our billing this year. Typically, our tax bill goes out in November with two stubs, one for the December payment and one for the November payment. People were saving the second stub and paying their property taxes come May, even if their mortgage company would be paying their taxes. This year one stub went out in November.

### PROFESSIONAL CUSTOMER SERVICE

#### SUPPORT

Whether online, over the phone, or in person, our knowledgeable staff should always be available and willing to help customers with a welcoming attitude.

#### TRAINING

Our staff should always be up to date and current in all aspects of our office to better be able to serve the people of Blaine County.

#### COMMUNITY

Providing our services in the most friendly and palatable manner should always be a priority. It should always be a pleasure to visit our office and receive information from our staff or our website.

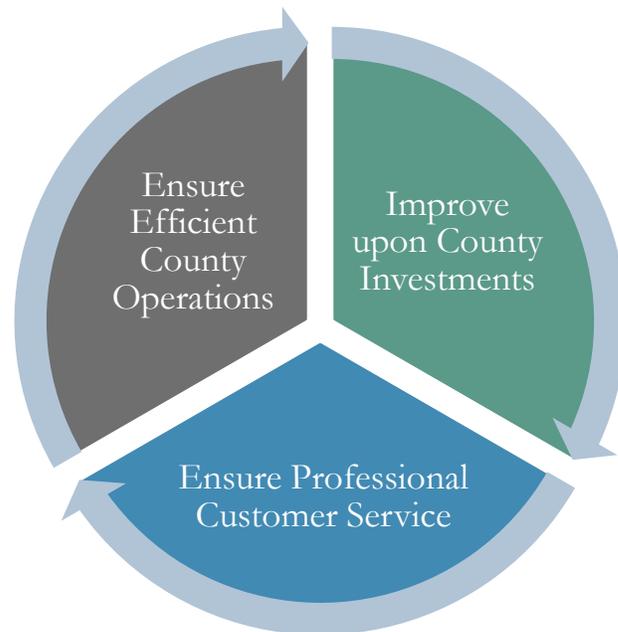


This coupled with the fact that we only send reminder notices to their mortgage companies, may cut down on the amount of double payments. The jury is still out on this, seeing as we are in full swing of collections. The removed second stub also had the added benefit of fitting our tax bill on a normal letter sized piece of paper, as opposed to the standard legal size we had been sending out in the past. This cut down on paper consumption. Our November invoice for printing and mailing also went down \$1,189 dollars, we presume, because the printing, paper, and mailing of the bills went down due to this change.

- This past year we attended less than the normal amount of educational classes and conferences due to the pandemic, however, there was an exponential amount of virtual sessions that we were able to attend. Examples of these include the Mid-Winter Conference in Boise, another Treasurer's Training classes provided virtually, and countless legislative, district, and state committee meetings. As Vice President of the IACT, I will be attending the annual meeting of the National Association of County Treasurers and Finance Officers in July, as our annual Idaho Association of County Treasurer's conference in August. This August conference, both of my staff members will be able to attend, where they will enroll in continuing education classes. This August conference will also be an opportunity for me to be installed into the position of President of the Idaho Association of County Treasurers. As President of the Association, I will also attend the Western Interstate Region Conference of the National Association of Counties, taking place in Salt Lake in October.
- Covid concerns continued to throw a wrench into the normal day to day operations of our office, however, we managed quite well. We did have one positive Covid test, which held some staff home for some time. But due to our staggered scheduling during that period, we were able to keep our doors open to the public. Hopefully this coming year, Covid will become less and less of a concern. We continue to have our Plexiglas barriers up at our front counter and encourage property tax payers to make payments either by mail or electronically whenever possible.
- Another Covid related hiccup we encountered this year, was the suspension of our student mentor program. As you may remember, our office has hosted a variety of students from the Sage School and the Wood River High School, and in the past have taught them the importance of local government, as well as the fundamentals of how local government operates. This is a program of which I am quite proud. This spring, we have been working with students at the Wood River High School to write and produce a video explaining how property taxes work, what they pay for, and how they are collected. We have not yet seen a finished product, but hope that it will be coming our way soon. We hope to put this on our website once it is finished.

## FY 2022 Outcomes

I believe that FY 2021 Outcomes were very appropriate and aligned with our strategic goals and objectives. The underlying mission of our office was highlighted in these previous objectives, and much deviation from the previously developed outcomes would be inappropriate as well as detrimental. However, carefully constructed amendments to the previous year's outcomes of ensuring efficient county operations, improving county investments, and ensuring professional customer service is certainly called for.



The following section will touch on these 3 outcomes and the impact that each will have not only within our office, but within the community at large. These are necessary improvements that fit within our statutory obligations. They do not contain any superfluous monetary requests, and most importantly, these improvements are integral to our success as an office and as a county.

## FY 2022 Outcome 1

### Outcome Description

- Ensure efficient County operations.
  - Key performance question– How can the Blaine County Treasurer’s Office ensure efficient County operations?
  - Key performance indicators – Process payments and County revenue in a timely manner.
  - Key performance measures – Deposit all property tax payments within five business days from the postmark date on envelope with minimal errors with the help of Zion’s, eNotices, and Master’s Touch doing our mailing/emailing for both December and June. Report property tax apportionments, reports and financial balancing more quickly with a move towards CAI reconciliation and turn over to the Clerk by the first business day of each month. Deposit all County funds daily.

### Strategic Alignment

- **Financial Perspective (includes effective and efficient use of resources)**  
Create an organization and organizational culture of fiscal stability which:
  - Uses citizen and taxpayer resources efficiently and effectively
  - Ensures fiscal stability
  - Considers fully the costs and benefits of each expense or cut
  - Employs accounting best practices
  - Utilizes a stable, transparent and repeatable budget process
- **Internal Process Perspective (includes operations and processes)**  
Create an organization and organizational culture which:
  - Recognizes the federal and state constitutional and statutory environment in which it operates
  - Models excellent government
  - Promulgates county performance standards, performance measurement and re-evaluation
  - Promulgates appropriate inter-governmental cooperative action
  - Plans, prepares and responds to economic, social and environmental change.

## EFFICIENCY

Efficiency is the extent to which time, effort, or cost is well-used for the intended task of function.

It often comprises specifically to the capability of specific application of effort to produce a specific outcome effectively with minimum amount of quantity of waste, expense, or unnecessary effort.

- 
- **Learning and Growth Perspective (includes human capital, information capital, and organization capital, skills, training, culture, leadership, systems, and databases)**

Create an organization and organizational culture which internally:

- Provides leadership reflecting the goals and values of the entire Blaine County community
  - Is unified in its sense of purpose
  - Exhibits good morale
  - Promotes a collaborative, team approach to issues and problem solving
  - Engages in excellent intra- and inter- departmental communication
  - Provides a desirable, responsive work environment
  - Strives for consistency
  - Strives to exceed expectations
- **Customer Perspective (includes customer and stakeholder satisfaction)**
- Create an organization and organizational culture which:
- Understands its constituency and believes county government exists to serve their needs
  - Understands and focuses on customer and client service
  - Works to meet community needs when determined appropriate and possible
  - Promulgates appropriate inter-governmental cooperative action

#### **Forward on Budget Request**

- Our

#### **Requested Resources and Associated Costs**

- Request Increase to Public Administration line item
  - Details – Request of an increase of an additional \$1,000. We continue to wait for our contracted layer to close the two cases we have out there.
  - Request increase - \$1,000
  - Partnerships – Sun Valley Law
- Teams – Treasurer’s Office Staff – Sun Valley Law

#### **Goals and Performance Measures**

- Goal 1
  - Description – Continue to work with other departments to look for a long-lasting software solution that meets the needs of our office, the Assessor’s Office, the Clerk’s Office, the IT Department, and Land Use department. This past year we continued our journey in searching for the perfect software solution that will accommodate the financial, assessment, and property tax needs of Blaine County. This started with a demonstration from Tyler Technologies last year, which was followed by a secondary demonstration. We await a proposal from them, but in the meantime will continue searching for other options. For several years, several departments have expressed frustration with the level of service



provided by our current software company, CAI, and specifically our office has requested to have training for the reconciliation portion of CAI financial. Year after year, the empty promise of assistance has grown quite old. We appreciate the search for new software and the collaborative initiative that the all of the above departments have taken in this search has been uplifting. We must be careful because switching programs will be a massive expense, and is a huge undertaking. We do not want to exchange one set of problems for another.

- Measure – activity – Meet with the affected departments and invite companies to provide us demonstrations of improved software for all aspects of each department.
- Goal 2
  - Description –Continue funding processing system (lockbox) system with Zion’s Bank, Govpros, and Master’s Touch to do both December and June billing. The process includes printing barcodes, (and now QR codes) and on each statement so that when run through Zion’s processing machine, they will be immediately processed into the lockbox, instead of having to manually key in each entry. In the continuation of these partnerships, our office will seek out other online/electronic options for bill mailing. We have had complaints with our electronic billing in the past due to the fact that many bills are blocked from recipients’ emails due to filters and protections installed by the property owner in their email system, so we continue to search for better alternatives.
  - Measure – activity – Fund and utilize to fullest extent. Search for additional electronic bill systems.
  - Measure – output –The time frame and effort in which payments are processed, deposited and the amount collected.
- Goal 3
  - Description –Continue to work with Govpros to fine tune their payment system to fit our needs, and also look for other better alternatives if they exist
  - Measure – activity – Meet with competing payment processing companies (remotely) to find the best solution that works for our County
  - Measure – output –Cut costs to the public and save time in reporting.



### Future Impact

With the continuation of utilizing Zion’s Bank, Master’s Touch, Computer Arts, Forte, Point & Pay, Govpros, and eNotices, as well as borrowing an HR employee during those times in which they are needed, the Treasurer’s Office will continue to be able to process payments in a timely manner while allowing for an early accrual of interest as well as a rapid allocation of the taxing districts funds. With efficiencies made in our office the last few years, it seems that a borrowed employee from HR will be unneeded in the future, but we are appreciative of the fact that it remains an option for our office if needed.

## FY 2022 Outcome 2

### Outcome Description

- Improve upon County investments
  - Key performance question– How can the Blaine County Treasurer’s Office make the best investment decisions and how can we better convey our decision making process to the public?
  - Key performance indicators – Keep apprised of current treasury interest rates and length of maturity for Government Agency Bonds.
  - Key performance measures – Improve county investments by improving upon our existing investment policy, and sending staff to annual conferences for continued education.

### Strategic Alignment

- **Financial Perspective (includes effective and efficient use of resources)**  
Create an organization and organizational culture of fiscal stability which:
  - Ensures fiscal stability
  - Is prepared for unforeseen events not otherwise reflected in budget planning with sufficient contingency reserves
  - Employs accounting best practices
  - Takes the time to assess risk and incorporates risk management appropriately into its decision making
- **Internal Process Perspective (includes operations and processes)**  
Create an organization and organizational culture which:
  - Recognizes the federal and state constitutional and statutory environment in which it operates
  - Models excellent government and public involvement
  - Promulgates county performance standards, performance measurement and re-evaluation
  - Promulgates appropriate inter-governmental cooperative action
  - Plans, prepares and responds to economic, social and environmental change

### RETURN ON INVESTMENT

#### SAFETY

Safety of principal is the foremost objective in regards to our investments.

#### LIQUIDITY

Blaine County should remain sufficiently liquid to meet all operating requirements.

#### RETURN ON INVESTMENT

Blaine County should seek and attain market rate return throughout budgetary and economic cycles, taking into the investment risk constraints and cash flow characteristics of the portfolio.

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- **Learning and Growth Perspective (includes human capital, information capital, and organization capital, skills, training, culture, leadership, systems, and databases)**

Create an organization and organizational culture which internally:

- Provides leadership reflecting the goals and values of the entire Blaine County community
  - Is unified in its sense of purpose
  - Exhibits good morale
  - Promotes a collaborative, team approach to issues and problem solving
  - Engages in excellent intra- and inter- departmental communication
  - Provides a desirable, responsive work environment
  - Strives for consistency
  - Strives to exceed expectations
- **Customer Perspective (includes customer and stakeholder satisfaction)**
- Create an organization and organizational culture which:
- Understands its constituency and believes county government exists to serve their needs
  - Understands and focuses on customer and client service
  - Works to meet community needs when determined appropriate and possible
  - Promulgates appropriate inter-governmental cooperative action

#### **Results Teams**

- Partnerships – Board of County Commissioners – All Local Banks – Investment Brokers – State Investment Pool
- Teams– Treasurer’s Office Staff – Investment Advisory Committee

#### **Goals and Performance Measures**

- Goal 1
  - Description – Seek for best return on our operating accounts with the best customer service.
  - Measure – activity – Communicate with all local banking institutions and try and work towards higher rates of return while also having the institution provide the best customer service for our County
- Goal 2
  - Description – Attempt to continue to attend educational opportunities for furthering educational expertise and skill, however, do this remotely. Classes are needed in both policy as well as technology, and we will search for online options.
  - Measure – activity – Each team member will attend at least two educational opportunities per year, this year, remotely.
- Goal 4
  - Description – Continue to update the new website platform, adding any additional information that may be relevant to the community, including the student video created this spring
  - Measure – activity – Continual updating of the website



## Future Impact

- I feel that it is our responsibility as a county to always search for the “best deal” when it comes to investing tax payer moneys, after both safety and liquidity are met. Working with the local banking institutions to find us the best return on our investment for our operating accounts while also providing the best customer service is always on our mind. This year I will once again sit down with these institutions and ask the question, “What and where can this be done better?” This is incredibly important, especially during these uncertain times. Luckily, we have been able to responsibly manage our finances and investments, which will allow us to hold our head above water as the turbulent waves of this economy throw us about.
- Continued education will ensure that all of our team members are current and up to date with best practices so that we can serve the community in the most efficient and exemplary manner. Having myself as well as our staff attend the available education opportunities, will provide our office with the most up-to-date information on how we can safely, securely, and appropriately invest our public funds.

## FY 2022 Outcome 3

### Outcome Description

- Ensure professional customer service
  - Key performance question– How can the Blaine County Treasurer’s Office ensure that we are providing professional customer service?
  - Key performance indicators – Provide a variety of easy options for property tax payments and provide more easily accessible information on our website to increase transparency
  - Key performance measures –Continually provide a webpage that offers pertinent information as well as easy access to services such as property tax payments and changes to mailing addresses. Hopefully our new webpage will make this task easy for us!

### Strategic Alignment

- **Financial Perspective (includes effective and efficient use of resources)**  
Create an organization and organizational culture of fiscal stability which:
  - Uses citizen and taxpayer resources efficiently and effectively
  - Considers fully the costs and benefits of each expense or cut
- **Internal Process Perspective (includes operations and processes)**  
Create an organization and organizational culture which:
  - Promulgates county performance standards, performance measurement and re-evaluation
  - Promulgates appropriate inter-governmental cooperative action
- **Learning and Growth Perspective (includes human capital, information capital, and organization capital, skills, training, culture, leadership, systems, and databases)**  
Create an organization and organizational culture which internally:
  - Provides leadership reflecting the goals and values of the entire Blaine County community
  - Is unified in its sense of purpose
  - Promotes a collaborative, team approach to issues and problem solving
  - Provides a desirable, responsive work environment
  - Optimizes employee training and improvement opportunities
  - Strives for consistency
  - Sets clear employee performance and evaluation standards and upholds them

## PROFESSIONAL CUSTOMER SERVICE

### SUPPORT

Whether online, over the phone, or in person, our knowledgeable staff should always be available and willing to help customers with a welcoming attitude.

### TRAINING

Our staff should always be up to date and current in all aspects of our office to better be able to serve the people of Blaine County.

### COMMUNITY

Providing our services in the most friendly and palatable manner should always be a priority. It should always be a pleasure to visit our office and receive information from our staff or our website.



- **Customer Perspective (includes customer and stakeholder satisfaction)**

Create an organization and organizational culture which:

- Understands and focuses on customer and client service
- Works to meet community needs when determined appropriate and possible
- Promulgates appropriate inter-governmental cooperative action

### **Requested Resources and Associated Costs**

- Details – Continue funding for professional development and education
- Request increase- Modest increase to travel budget of \$500.00, seeing as opportunities for education may open up more. Last year we budgeted \$2,500, but did not use due to the pandemic. Necessarily, the per diem meals request will go up \$250.00, dues and memberships up \$25.00, and education for myself and deputies up \$500 per line item (an additional \$1,000.00).

### **Results Teams**

- Partnerships – Board of County Commissioners –Treasurer’s Office – 3<sup>rd</sup> party vendors
- Teams– Treasurer’s Office Staff

### **Goals and Performance Measures**

- Goal 1
  - Description – Continually provide a variety of easy options for property tax payments that can be accessed via our website, and search for the most cost effective and efficacious options that we can find. Work on improving Govpros reporting and internal interface; work with them to create a data file to upload directly to CAI
  - Measure – activity – Continually research all available payment options to ensure that we receive the best options for the lowest cost. This includes exploring the electronic bill pay option mentioned earlier.
- Goal 2
  - Description – Continue to work with local schools to provide students the opportunity to learn the role and function of county government should health regulations allow
  - Measure – activity- Work with at least two or more local groups within the community to provide this opportunity
- Goal 3
  - Description – Work with Computer Arts to fix any and all programs that arise, especially as it relates to property tax reform. As previously mentioned, we will be working with CAI to improve the capabilities of what they can do for the County and will search for alternative companies that can compete with superior software. We await the Tyler Technologies proposal for the comprehensive program solution for Blaine County
  - Measure – activity – Be able to fully utilize the capabilities of the program and work on improvements in processes through their system



### Future Impact

- Whether on the phone, through email correspondence, or over the counter, our office always strives to provide the best possible service we can to every individual we serve. Customer service will continue to improve with continual updates provided through our website, while research into the best possible payment options will translate into greater pay convenience for our customers. Our devotion to their needs is exemplified in our continuous search to provide an array of various different payment options for different individual needs.
- Continue to provide educational opportunities for Blaine County youth, in the manner of Cub Scout lectures, job shadowing, or any other opportunities that may present themselves.
- Constantly improve upon current practices
- As the prices of housing, food, and general living expenses continue to increase, I would love to see a county wide increase in wages for our employees, or a significant rise in CPI.