



Treasurer's Office FY20 Budget Overview

Template "A"

GENERAL INFORMATION

OFFICE/DEPARTMENT: TREASURER

BUDGET CONTACT PERSON: JOHN DAVID DAVIDSON

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

BCC PRESENTATION DATE: JULY 6TH, 2019



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BLAINE COUNTY *Idaho*

Treasurer's Office/Department Profile

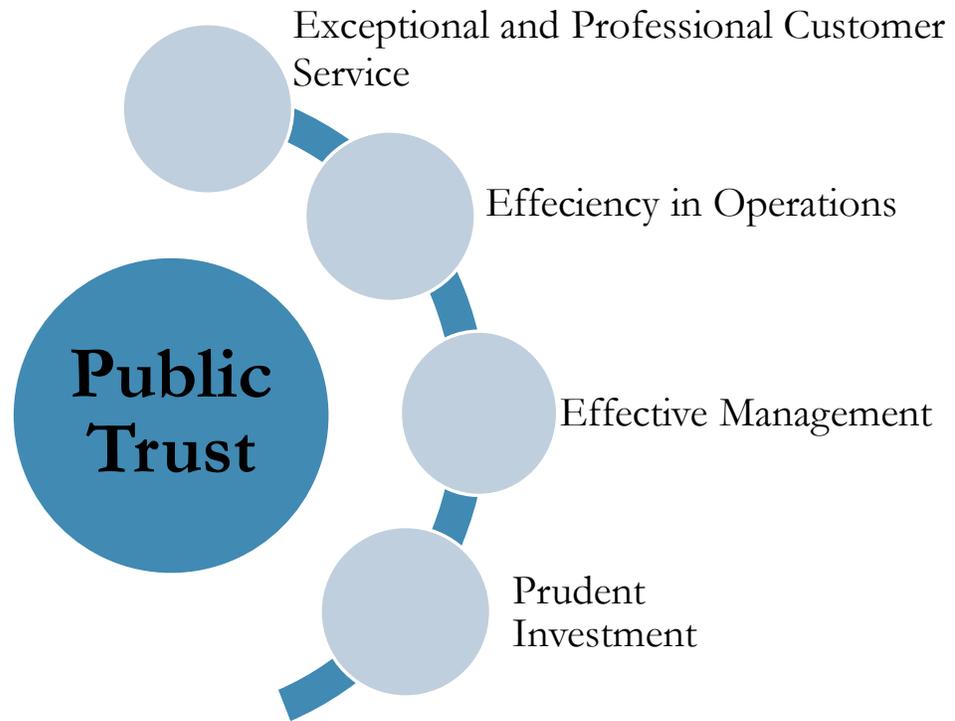
Operational Description

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 August, 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 November, and then is followed with the Notice of Pending Issue of Tax Deed in February. 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

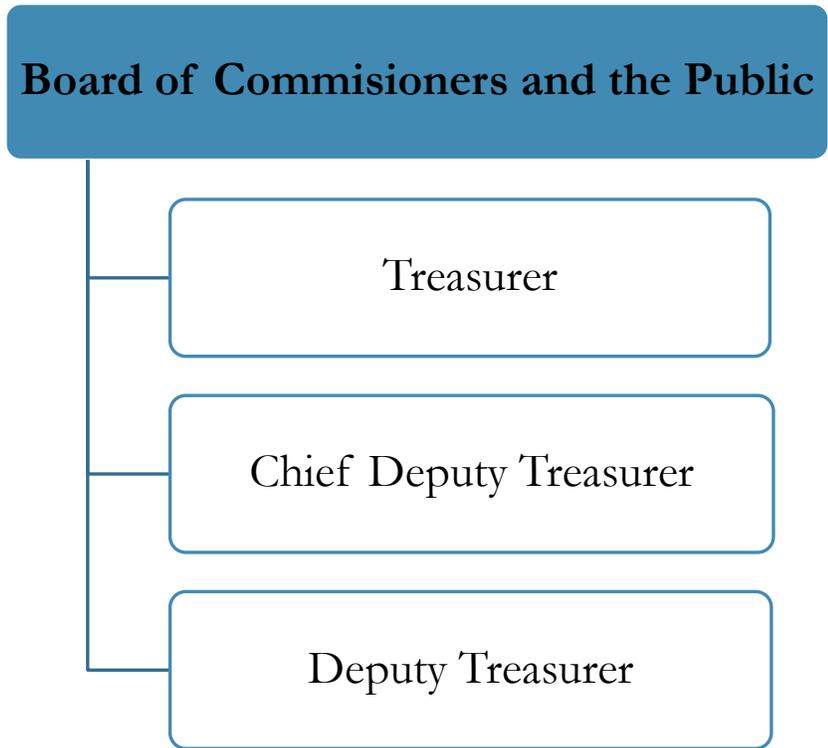


The County Treasurer and staff are committed to ensuring the public's trust in the demonstration of fiscal accountability and effective management of Blaine County's resources. By focusing on providing exceptional and professional customer service, efficiency in operations, cost effective decision making, 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 2019 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 last year's 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 2019:

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

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

FY 2019 Outcome 1

Outcome Description

- Outcome 1 – 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, 2018. The other treasurers of Idaho and I continued to work with CAI over the past year, encouraging CAI to construct additional improvements to their software, which resulted in faster data processing as well as a more expedient way of processing payments and accessing certain reports.
- A particularly exciting example of one such improvement can be demonstrated by the “Unpaid Report.” This report is run at least once a week, and potentially more often while constructing the tax bills during the fall and reminder notices during the spring. Prior to the updates, this report would take several hours to build, and was often initiated at the end of the work day to be run over night. With the improvements CAI made to the software, we can now build this report in under 15 minutes.
- Additionally, CAI and our office worked on integrating data from Point & Pay (one of our two credit card processing vendors) into our payment processing portal. Previously, Forte

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.



was our only vendor that had a dataset of payments that could be downloaded into our program. After several months of back and forth between our office, CAI, and Point & Pay, CAI was able to create a seamless integration of data from the user payment portal into our internal payment processing system. Now, just like Forte, Point and Pay credit card and electronic check payments made online or over the phone can be downloaded into our system without the use of hand entering data, saving time as well as minimizing the potential for error.

- As forecasted last year, we have continued to work closely with other departments in an attempt to make payment processing easy for the public, regardless of which area in the County they are interacting with. Over the past year, we have worked with the Assessor's Office to clean up errant parcels and to take them out of the name of Blaine County Tax Deed and to try and deliver them to more appropriate owners. We've also been working with their office as well as Point & Pay to come up with a payment system that would help with driver's license and DMV payments. There is still a lot of back and forth in regards to this particular topic, but hopefully the details will be ironed out soon, and we will be able to roll out an additional payment option for the public, just as we did with probation, Clerk/recorder, LUBS, the extension office, indigent, property taxes, and the 4H programs.
- Unfortunately, three items that I had hoped would happen with the assistance of CAI failed to come to fruition this year. Last spring, I had initiated a conversation with CAI to develop several user friendly and interactive web portals to mesh with the County's new website which would allow for customers to access documents such as past tax bills, past payments, and an up-to-date interest calculator for those wishing to see the most current penalties on delinquent taxes. After several conversations with them as well as our web-developers, it became abundantly clear that this was not going to be possible. The second item we wanted to have happen was to switch the county over to using the reconciliation aspect of the program that had never been utilized before (as you recall, we currently use a combination of CAI, Excel, and Quicken to reconcile our accounts). CAI had said they would send someone out to help us initiate this change, but it never happened. There is talk of CAI hosting a training around the last week of July, and I hope there they will finally teach us how to use this non-utilized aspect of the program.
- This past December, our office experienced slightly lower call volumes, customer visits, and mail-in property tax payments during collection time than the previous year. This was due to the fact that in 2018, there was much uncertainty in regards to what tax policy was to come along with the relatively new administration in the White House. This slight decrease was much appreciated due to the fact that an unprecedented 50% of my staff was out on maternity leave. During the month of December we processed \$43,104,946 of the \$70,642,161 (2018) taxes due for the year. In comparison to 2017, 2018 billed amount for all districts was about \$2.9 million dollars more, but the collected amount by month end was \$44,231,150. Looking at these numbers as a percentage, in 2017 we had 64.34% collected by December 31st, where as in December this past year had collected 61%, which falls into the ballpark of where we usually are.
- As mentioned from last year's budget hearing, we moved our chief deputy up to a 40 hour a week schedule, which has worked quite well for our office. This provides us with the flexibility to adjust to times in which we need staff to work late or on Fridays during collection periods. We also hired on an additional staff member (a seasoned pro) during December collections because one of our staff members was out for a few months. This also worked EXCEPTIONALLY well. Moving forward,



we've worked with HR and trained one of their staff members to help us when we are in need during those busy periods.

- 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 182 signups since the beginning of October of 2018, which compares to 168 signups during the entire year before. While that seems impressive, the program isn't utilized as much as I'd like. We had 1,843 viewed notices during FY'18, but only 1,713. This could be due to the fact that reminder notices just went out, or people haven't used it as much as they have in the past. It is hard to tell.

FY 2018 Outcome 2

Outcome Description

- Outcome 2 – Improve upon County investments
 - 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 creating an investment advisory committee, 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.

- When I first started in the Treasurer’s office, the State Pool was earning .1365% and last year I boasted that we were earning an incredible 1.8784%. Our most recent statement indicates that we are currently earning an incredible 2.5727%. As far as liquidity, the County is able to access money in the Pool within one business day, instead of having it tied up in a longer-term investments. To take advantage of this higher interest rate, I’ve changed the way that we hold tax distributions. For most of the year, the County is allowed to hold property tax distribution amounts for 15 days before we then turn it over to the districts for which we collected (after December and June collections we are allowed to hold the funds for a week longer). In the past, these funds have been held in our various designated tax collector accounts, but this year 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. Over the past year, I’ve also moved the land, water, and wildlife funds over into its own separate account in the pool to also take advantage of the higher rates we have currently been experiencing.
- We average a little over 2% in our investments because of the low risk options legally available to us. But safety doesn’t necessarily mean low returns. Here is a chart of our investment earnings year after year, starting with the year 2014, the year previous of my having entered the office.

<u>Year</u>	<u>Investment \$ Earned</u>
2014	\$134,576
2015	\$167,616
2016	\$199,128
2017	\$268,871
2018	\$343,273

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.



As you are all aware, increased earnings are the result of great investment decisions, whereas less than ideal performance is the fault of poor market performance. According to our “Account Position Report,” from Multi-Bank Securities, we have \$9,089,862 invested with them and are currently earning an average of 2.31% on money invested, which is up from 2.15% last year. This number may appear low, but please remember that we have to work within the safest of the safe investments, which tend to have lower rates of interest. We do have a number of bonds with step-up interest rates so that could impact future yields positively, particularly if rates stay the same or rise over the next year, possibly pushing yield toward a tenth of a percentage more. We also have \$937,500 with Piper Jaffray with a weighted average yield of 1.772%, adding safety and liquidity to our portfolio.

- My chief deputy and I had planned to attend the public funding investment workshop offered by Time Value Investments in Seattle, Washington, this past year, but due to scheduling conflicts, were unable to attend. My staff and I were able to attend a treasurer’s training in Boise however, which provided additional training to our already knowledgeable staff. Topics such as public administration, warrants of distraint, the tax deed process, as well as property taxes were all discussed. Fortunately, I was able to secure a contract with the Limelight Hotel this coming August, so our entire office will be able to attend the Idaho Association of County Treasurer’s Annual conference here in the valley this coming August. That conference will have three days of invaluable education that we will all be able to enjoy and benefit from.
- The revisions to our investment policy made during the previous year were once again recognized in the yearly outside auditor’s report. Improvements to the policy regarding Interest Rate Risk (risk of exposure to fair value losses arising from increasing interest rates), Credit Risk (risk of lost interest and principal due to default), and Concentration of Credit Risk (“too many eggs in one basket”) were all acknowledged by our auditor, bringing a further sense of security to tax payer moneys.
- The spiffy new website has been nice to work with this past year. Like I previously mentioned, we were unable to make the updates I had fully envisioned with the new service, but we have had some compliments from the public as far as how the site looks. We did add a document to our webpage which gives directions on how tax payers can enroll in our online bill mailing service. Currently Colleen is working on making a video to be posted to our site, which will include a step by step guide of how to pay for property taxes in all forms.



FY 2018 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 year we were lucky enough to welcome Jess’s child into the world. During the time of her maternity leave, we hired on Gail Peterson to help us during the busy time of collections in December. Since she had worked for us for a number of years before, no training was needed, and she hopped into her roll posting payments without skipping a beat, creating a seamless transition so that customers would not notice that we were short staffed.
- This past year we attended several conferences across the state that contributed to the continuation of our education. Examples of these are the treasurer’s conference in Orofino, the Mid-Winter Conference in Boise, another Treasurer’s Training in Boise, and soon a Computer Arts training in the end of July. Morgan and Jess will also be joining the Treasurer’s at the annual Idaho Association of County Treasurers to be held in Ketchum this August, where three days of education will be provided.
- Our office continues to work closely with the Assessor’s office in attempts to better serve the public. Jim Williams has been a great ally since coming into office. As previously mentioned, over the past year we have continued to work together locating and disposing of tax deeded properties held by the County that could better serve other entities. We have also worked together trying to provide another option for his DMV and Driver’s license payments, which would include the help of Point & Pay.
- Our office once again worked with the students of the Wood River Valley to provide them with on the job shadowing, helping instill within them a reverence for local government.
- I had a goal last year of reducing return mail by 30% OR 50 pieces, which is a goal unattainable by our office because we don’t control the mail or the mistaken address or non-updated address people fail to submit.

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

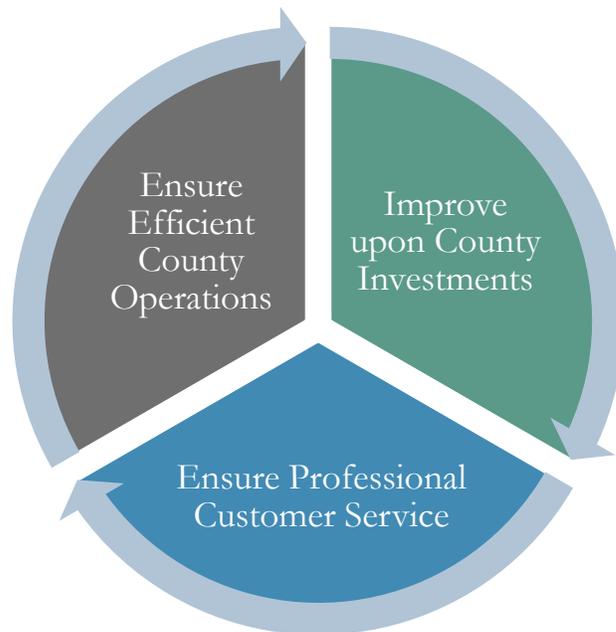
Our staff should always be up to date and current in all aspects of our office to better be able to serve the people of Blaine County.

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.

FY 2020 Outcomes

I believe that FY 2019 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 2020 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

Requested Resources and Associated Costs

- Request Increase to Public Administrator Budget
 - Details – Request of an increase of more funding for public administrator cases. This past year we were presented with several public administrator cases. This was the first year in which we were presented with a situation in which a deceased individual had real assets in which we had to handle. This particular individual had a house that needed to be cleaned and an inordinate amount of stuff that needed to be catalogued. A professional service, called Med Tech Cleaners was hired to come in and do all of that for us, because our staff is too small to have handled the task by ourselves. This individual also belongs to a homeowners association, which while we hold the house prior to auction, have to pay for not only their dues, but the power bill as well, so that the pipes don't freeze. I have asked for an increase of \$2,500 to raise our public administration expenses to \$5,000. Unfortunately, there is no way of knowing how many of these cases we will get each year. The Med Tech Cleaners bill ended up being for \$7,413, and no, the line item for public admin will not cover similar expenses like this in the future, however, with the sale of the property, these expenses will be neutralized from the profits of the sale.
 - Request increase for Public Administrator - \$2,500
 - Partnerships – Med Tech Cleaners and Coroner's Office
- Teams – Treasurer's Office Staff – Med Tech Cleaners – Coroner's Office

- 
- Request Increase to Dues/Memberships Line Item
 - Details – Membership dues for Idaho Association of County Treasurers as well as the dues for the District IV treasurers should see an increase next year for the next 6 years (our 100 year anniversary for IACT is coming up, and our district will hosting the event in 6 years)

Goals and Performance Measures

- Goal 1
 - Description – Work with the HR department during collections should the need arise. We’ve already conducted some training in regards to posting tax payments and using our property tax software, and feel confident that they would be competent in assisting our office. There is a possibility the HR department would be utilized while our whole office is out during the first week of August for our annual conference.
 - Measure – activity – Completion of payment processing, keeping the office open to the public.
- Goal 2
 - Description –Continue funding processing system (lockbox) system with Zion’s Bank and Master’s Touch to do both December and June billing. The process will include having barcodes and numbers printed 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, which has been the case in the past.
 - Measure – activity – Fund and utilize to fullest extent.
 - Measure – output –The time frame and effort in which payments are processed, deposited and the amount collected.
- Goal 3
 - Description – Continue to work with Computer Arts and Master’s touch to locate and fix any and all programs that arise. I still am on the treasurer’s board that deals with CAI issues. As a group, we are continuously working to improve the CAI user interface and education to help treasurers who use CAI to do their job the best that they can. Once again, I would like to target the problem areas of reconciliation and a printable check program for refunded or over paid property tax payments. Currently, when we make a refund to a tax payer (due to duplicate or over payment), we have to hand write a check out of a tax collector account. It would be ideal to have the program automatically print a check, because it would further minimize errors, seeing as the check necessarily has to match the refund recorded. It would speed up the process of refunds significantly, and provide the public with a much more professional product.
 - Measure – activity – Provide a printed check at the end of each refund and as well as learn how to use the reconciliation aspect of CAI.



Future Impact

- With the continuation of utilizing Zion's Bank, Master's Touch, Computer Arts, Forte, Point & Pay, 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. The amount of transactions that we process during our heavy tax months are often times overwhelming for our small office.
- Hopefully Computer Arts will be able to make the necessary programing changes we have requested (without further costs), so that we can continue to process and provide refunds in the most efficient and professional manner that we can.



FY 2019 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.

- **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

Requested Resources and Associated Costs

- Details – Continue funding educational opportunities
- Now that we have a new employee, I would like to try and get her involved in the numerous teaching and training opportunities that the Idaho Association of County Treasurers provides. I also would finally like to make the annual investment conference in Seattle. This past year, we had planned to have both the Chief Deputy and myself go, however, due to scheduling conflicts, were unable to attend.

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 – Again review investment policy with the Blaine County Board of County Commissioners and outside auditor to improve with added wording and more specificity. The one risk that we still need to address in some way is the Custodial Risk, which is the risk



that in the event of a bank failure, the County's deposits may not be returned to it. As of now, FDIC insures our funds up to \$250,000 per bank. We often times have much more than this amount in our accounts, especially during collection time.

- Measure – activity – Communicate with investment broker, financial advisory committee and banks to ensure that County funds are appropriately invested for the best return.

- Goal 3
 - Description – Continue to send staff to annual conferences, meetings, and other educational opportunities for furthering educational expertise and skill. Classes are needed in both policy as well as technology.
 - Measure – activity – Each team member will attend at least two educational opportunities per year, including a public funding investment workshop offered by Time Value Investments in Seattle, Washington, during a weekend in March.

- Goal 4
 - Description – Work with the new website platform, adding any additional information that may be relevant to the community. The three
 - 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?”
- Each year the Blaine County Auditor’s Report sheds light on where the County can make improvements to our investment policy. As I previously mentioned, the auditor included our improvements to the investment policy in the auditor’s report. We will need to find a way to address Custodial Risk and implement a solution that works for Blaine County.
- 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 Chief Deputy Treasurer attend the public funding investment workshop in Seattle, WA, will provide our office with the most up-to-date information on how we can safely, securely, and appropriately invest our public funds, and finding additional opportunities for our new team members.



FY 2018 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 Lien Searches for the Tax Deed process with Litigation Guarantees instead of Lot Book Guarantees
- Request increase- It is hard to tell how many lien searches we will need to conduct this coming year, but my assumption is that the numbers of needed lien searches may increase if the markets decline.

Results Teams

- Partnerships – Board of County Commissioners –Treasurer’s Office – 3rd 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 from our website
 - Measure – activity – Continually research all available payment options to insure that we receive the best options for the lowest cost. This includes exploring the 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
 - Measure – activity- Work with at least three local groups within the community to provide this opportunity
- Goal 3
 - Description – Work with Computer Arts to fix any and all programs that arise. As previously mentioned, we will be working with CAI to improve the capabilities of what they can do for the County.
 - Measure – activity – Be able to fully utilize the capabilities of the program and work on improvements in processes through their system (like the printed check)



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 to 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
- Colleen from HR has been working on putting together a video which we hope to post to our webpage soon!