



Treasurer Kimberly Yee

# Our Mission is to protect taxpayer money as the State's Banker, Chief Investment Officer & Financial Services Provider

## GOAL 1: EMPLOYEES

**Create and support a culture of leadership and continuous advancement through employee training, advancement and retention.**

### OBJECTIVES:

Define and implement capacity requirements to continue to embrace changing financial requirements, services, regulations and technological advancement.

Develop a leadership succession plan that includes a leadership gap analysis and cross training in all divisions.

Implement reward based program that encourages employees to share ideas that further strengthen the agency's mission and vision.

Reclassify position descriptions and qualification standards for all positions within the office to align with the statewide services provided by the office.

### MEASUREMENTS:

Conduct annual training assessment to ensure training is designed to improve organization and individual performance.

Engage external customers for feedback used in the analysis of staff to identify and address concerns.

Modernize position descriptions and employ appropriate and competitive total compensation based on performance.

## GOAL 2: INVESTMENTS

**Protect taxpayer money, invest for safety and yield.**

### OBJECTIVES:

Recruit, train, advance and retain professional staff with experience in investing.

Implement the best technology for efficiency, risk reduction, and increased safety.

Provide proper risk-adjusted returns on investments.

Continue proper contingency measures for investment management.

Increase participation and invested balance in LGIP and individual endowment funds.

### MEASUREMENTS:

Performance benchmarks adjusted for risk.

Maintain \$1 NAV for Pools 5 and 7.

Weekly comparison of local and national bank rates. Quarterly comparison of similar treasury operations. Semiannual comparisons of mutual funds.

Maintain S&P AAf/S1+ rating on Pool 5.

## GOAL 3: EFFICIENCY & TRANSPARENCY

**Ensuring excellent customer service and financial transparency for taxpayers of Arizona.**

### OBJECTIVES:

Improve the Office's web page to provide better comprehensive understandable financial information.

Facilitate a one stop point for the public to access financial information of the State of Arizona.

Maintain working relationships with elected officials and agency directors to provide financial services to support agency efficiencies.

Optimization of financial services contracted/provided for agencies to support PCI compliance.

### MEASUREMENTS:

Timely Distributions to local governments.

Timely payments to statewide vendors.

Process reviews.

## GOAL 4: MODERNIZATION/ TECHNOLOGY

**Improve efficiency and effectiveness through modernization of technology.**

### OBJECTIVES:

Develop and implement a new financial operations system.

Improve revenue collection efficiencies across state agencies.

Update web page/portal to provide secure access by agencies to their financial transaction information.

Implement disaster recovery systems and protocol to allow for timely completion of all state agency investments, revenue receipt and obligation payments.

Increase security and fraud controls on financial transactions.

### MEASUREMENTS:

Receipt processing automation.

Reconciliation process automated.

Measured reduction in paperwork required from outside sources (agencies) and retained by office.

Automation of repetitive tasks.

## GOAL 5: FINANCIAL LITERACY

**Advance financial literacy throughout the state of Arizona, ensuring all Arizonans have the opportunity to attain proficiency in basic money management.**

### OBJECTIVES:

Raise awareness of the need for Arizonans to have stronger skills in basic money management.

Reach as many Arizonans as possible in all 15 counties with the message of the importance of financial literacy.

Create and launch a task force on financial literacy, as an instrument of helping the Arizona Treasurer's Office achieve the stated goal above. Implement an action plan based on those recommendations.

Create and maintain a detailed, one stop Financial Literacy Toolbox page on the Office's web page to serve as a public resource for Arizonans.

Execute periodic surveys to measure changes in financial literacy among Arizonans.

### MEASUREMENTS:

Implementation of Task Force recommendations.

Review results of periodic surveys for improvements in statewide financial literacy changes among Arizonans.