



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 a reward-based program that encourages employees to share ideas that further strengthen the agency’s mission and vision.

### MEASUREMENTS:

Conduct an 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 to eliminate legacy processes and implement new solutions.

## GOAL 4: MODERNIZATION/ TECHNOLOGY

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

### OBJECTIVES:

Improve revenue collection efficiencies across state agencies.

Implement solutions that create automation and provide better efficiency.

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 and manual tasks.

## GOAL 5: FINANCIAL LITERACY & COLLEGE SAVINGS PROGRAM

**Promote financial literacy and advance educational savings opportunities throughout the state of Arizona.**

### OBJECTIVES:

Raise awareness by connecting with Arizonans in all 15 counties of the need to have stronger skills in basic money management through financial literacy and saving early on for post high school education and workforce development through the management of the Arizona 529 Family College Savings Program.

Implement action plans based on the recommendations of the Financial Literacy Task Force and AZ529 Advisory Committee.

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:

Increased implementation plans for financial literacy and events for AZ529.

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

Evaluate the growth in savings accounts opened and maintained with the Arizona 529 Family College Savings Program.