



Treasurer Kimberly Yee

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

## GOAL 1: EMPLOYEES

## GOAL 2: INVESTMENTS

## GOAL 3: EFFICIENCY & TRANSPARENCY

## GOAL 4: MODERNIZATION/ TECHNOLOGY

## GOAL 5: FINANCIAL LITERACY & COLLEGE SAVINGS PROGRAM

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

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

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

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

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

### OBJECTIVES:

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

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

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

Improve revenue collection efficiencies across state agencies.

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.

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

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

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

Implement solutions that create automation and provide better efficiency.

Promote the national 529 website (UGIFT529.com) to provide for easier funding to the AZ529 plan.

Implement an environment that encourages employees to share ideas that further strengthen the agency’s mission and vision.

Provide proper risk-adjusted returns on investments.

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

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

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

Continue proper contingency measures for investment management.

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

Increase security and fraud controls on financial transactions.

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.

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

### MEASUREMENTS:

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

Performance benchmarks adjusted for risk.

Timely and accurate Distributions to local governments.

Receipt processing automation.

Increased implementation plans for financial literacy and events for AZ529.

Maintain \$1 NAV for Pools 5 and 7.

Timely payments to statewide vendors.

Reconciliation process automated.

Evaluate the number of clicks through the website for financial literacy and see an increase in donations.

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

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

Process reviews to eliminate legacy processes and implement new solutions.

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

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

Increased employee satisfaction and low turnover.

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

Automation of repetitive and manual tasks.