



CLARK COUNTY TREASURER'S OFFICE

YOU CAN COUNT ON US SINCE 1850!



2023-2027 Strategic Plan

Updated January 2023

WELCOME TO THE TREASURER'S OFFICE



TABLE OF CONTENTS

Message from the Clark County Treasurer	01
Message from the Chief Deputy Treasurer	02
Mission, Vision, Values & Goals	03
Who We Are	04
2023-24 Work Plan	05
Goals 1 - 4	6-9
2025-2027 Future Projects	10



A Message from Clark County Treasurer

Alishia Topper

Building on our Shared Success

I'm honored to continue to serve Clark County citizens as your treasurer. And, am proud of the many accomplishments of the Treasurer's Office team over the past four years.

Since taking office we have become more efficient with increased transparency into our operations and performance. We are a leading-edge financial operation with bold goals and thoughtful work plan that includes objectives focused on internal process improvements that are informed by data, intentional change and customer-centric motives.

It is my commitment to maintain this positive trend of transparent and customer-centric government and am proud to share with you our strategic road map for the next five years. This strategic plan is the first step in working toward our vision of providing the best customer experience and being the leading expert in treasury management. The work we do everyday drives us towards this vision, and as a team every action we take is bringing us closer to the organization we wish to become.

As you read this plan, I hope you'll see that the foundation of our work is cemented in our commitment to our values of continuous improvement; inclusion and teamwork; reliability, accuracy and accountability; and superior service. These values define what we stand for and guide our decisions and actions as public servants and treasury professionals.

My team and I look forward to accomplishing the goals outlined in this strategic plan on your behalf.

Warm Regards,

A handwritten signature in blue ink that reads "Alishia Topper". The signature is fluid and cursive, with a long horizontal line extending to the right.

A Message from Clark County Chief Deputy Treasurer

Sara Lowe



"People with goals succeed because they know where they're going." - Earl Nightingale

These words eloquently sum up our experience over the last five years - WE had shared goals and together WE achieved them! Our collective accomplishments in implementing our 2018-2022 Strategic Plan propelled us forward in positive ways and positioned us well for the future.

Before we embark on what's to come, it's important to celebrate and reflect on the "wins." Together, as a team, we achieved success in the following goal areas:

◇ Superior Service

- Over 90% customer satisfaction rating on our annual survey.
- Executed over 40 new district service agreements.
- Developed and monitored officewide key performance indicators.

◇ Reliability, Accuracy & Accountability

- Successfully transitioned to a new banking services provider, reducing the number of bank accounts and in-branch deposits by over half, standardizing related financial processes and increasing fraud controls.
- Annual legislative agenda was passed into law.

◇ Continuous Improvement

- Participated in the countywide implementation of our new financial system Workday.
- Reduced the amount of time to complete monthly cash reconciliations to less than 15 days after month-end close.
- Implemented partial payments and bulk payment processing for property taxes.

◇ Inclusion & Teamwork

- Implemented the Joint Lobby reclassification and training program.
- Increased the number of team building and all team trainings to more than two annually.

The 2023-2027 Strategic Plan builds on these accomplishments and leverages our mission and vision. It also incorporates feedback from our team and our customers, demonstrates our evolution as a sophisticated financial organization, and provides measurable goals that are focused on standardization, optimization and knowledge sharing to empower our customers.

There is much work to be done and I am thrilled to be joining with you all to implement our road map for the future.

Sincerely,

A handwritten signature in blue ink that reads "Sara Lowe".

OUR VISION

to provide the best customer experience and be the leading expert in treasury management.

OUR MISSION

to be the locally trusted source for collecting and protecting public funds.

OUR VALUES & GOALS

Harness the power of technology and optimize processes to benefit those we serve.



Provide the best customer experience possible and continuously engage and empower those we serve.



Maintain an open culture where every team member is valued, supported and has ample opportunity to contribute and succeed.



Be expert leaders in treasury management and the reliable trusted source for best practices.

WHO WE ARE

Our office is established by the state constitution. We are led by an elected treasurer who serves a four-year term. We have 24.25 FTEs allocated over three divisions: Treasurer's Administration, Tax Services and Financial Services.

The county treasurer plays a major role in local government by providing tax and revenue collection, banking services, cash and debt management, investment, financial reporting, and more. In short, we are the "bank of the county."

Together with our elected partners we operate the Clark County Joint Lobby. The Joint Lobby provides a one-stop customer service experience for the offices of the county Assessor, Auditor and Treasurer. Historically we serve over 39,000 customers in-person, 16,000 by phone and another large volume through email.

WHAT WE DO

On behalf of our taxing districts we ...



Collect

\$979.5 million
in taxes and
assessments



Invest

a portfolio with
a book value
of \$1.1 billion



Bank

and process
approximately \$8.5
billion in transactions



Manage Debt

totalling \$1.4
billion on behalf
of districts





WHO WE SERVE

- Clark County Taxpayers and Businesses • 12 School Districts • 8 Fire Districts
- 5 Utility Districts • 4 Cemetery Districts • 8 Cities and Towns • 3 Ports
- Fort Vancouver Library • Clark County Government • State Agencies

**Did you
know?**

The Treasurer's Office serves 42 taxing districts.

FY 2023 - 2024 WORK PLAN

<p>Reliability, Accuracy & Accountability</p> 	<p>Financial Services 1.1: Standardize and improve return item process by December 2023.</p> <p>1.2: Standardize procedures for Financial Services Division and improve a minimum of two business processes annually.</p> <p>Administration 1.3: Host a successful WSACT Conference by June 2024 with 80% satisfaction survey results.</p> <p>Tax Services 1.4: Standardize procedures for Tax Services Division and improve a minimum of two business processes annually.</p>
<p>Superior Service</p> 	<p>Financial Services 2.1: Create countywide guidance regarding merchant services contracts and fees by December 2023.</p> <p>2.2: Transition deposits to electronic methods and automate financial processes in at least one county department/office by December 2023.</p> <p>Officewide 2.3: Develop a training program and self-service resources for internal and external customers to make doing business with the Treasurer's Office easier by December 2024.</p> <p>Tax Services 2.4: Create a return mail process that allows PACS updates to be completed within 3 months.</p>
<p>Continuous Improvement</p> 	<p>Financial Services 3.1: Eliminate Financial Services aging technology and transition all Access databases by December 2024.</p> <p>3.2: Optimize Workday to automate and streamline at least one financial process annually.</p> <p>Tax Services 3.3: Research multiple PACS enhancements and prioritize improvements to enhance Treasurer's Office daily processes by December 2024.</p> <p>3.4: Research feasibility and if possible, streamline gambling receipting process by December 2023.</p> <p>3.5: Improve e-bill image access if possible by December 2023.</p> <p>3.6: Have no delinquent personal property taxes older than three years by 2024.</p> <p>Administration 3.7: Create and propose a legislative agenda that includes treasurer cost recovery and business process improvements by December 2027.</p>
<p>Inclusion & Teamwork</p> 	<p>Officewide 4.1: Develop and implement standardized internal onboarding, fraud and DEI training program by December 2024.</p> <p>4.2: Create a digital file organization system across all electronic officewide platform by December 2024.</p> <p>4.3: Create employee led recognition and team building program by December 2023.</p> <p>Administration 4.3: Review strategic plan to assure goals and outcomes are monitored and reported to the Treasurer's Office semi-annually.</p>



GOAL 1. Be expert leaders in treasury management and the reliable, trusted source for best practices.

Objective 1.1: Standardize and improve return item process by December 2023.

Program: Financial Services

Lead: Amira Ajami & Rachel Belveal

Objective 1.2: Standardize procedures for Financial Services Division and improve a minimum of two business processes annually.

Program: Financial Services

Lead: Kim Crowell

Objective 1.3: Host a successful WSACT Conference by June 2024 with 80% satisfaction survey results.

Program: Administration

Lead: Alishia Topper

Objective 1.4: Standardize procedures for Tax Services Division and improve a minimum of two business processes annually.

Program: Tax Services

Lead: Neil Heyer



Did you know?

Clark County's 2022 population is 518,901.



GOAL 2. Provide the best customer experience possible and continuously engage, inform and empower those we serve.

Objective 2.1: Create countywide guidance regarding merchant services contracts and fees by December 2023.

Program: Financial Services

Lead: Amira Ajami



Objective 2.2: Transition deposits to electronic methods and automate financial processes in at least one county department/office by December 2023.

Program: Financial Services

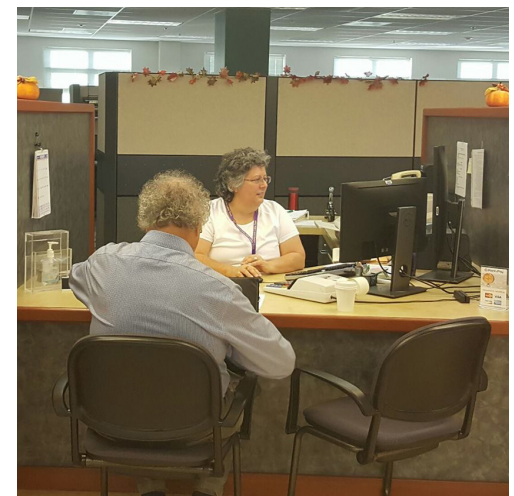
Lead: Amira Ajami



Objective 2.3: Develop a training program and self-service resources for internal and external customers to make doing business with the Treasurer's Office easier by December 2024.

Program: Officewide

Lead: Carmen Canada & Amira Ajami



Objective 2.4: Create a return mail process that allows PACS updates to be completed within three months.

Program: Financial Services

Lead: Carmen Canada

Did you know?

The Treasurer's Office has a 2022 tax collection rate of 99%.



GOAL 3. Harness the power of technology and optimize processes to benefit those we serve.

Objective 3.1: Eliminate Financial Services aging technology and transition all Access databases by December 2024.

Program: Financial Services

Lead: Amira Ajami & Kim Crowell

Objective 3.2: Optimize Workday to automate and streamline at least one financial process annually.

Program: Financial Services

Lead: Amira Ajami & Kim Crowell

Objective 3.3: Research multiple PACS enhancements and prioritize improvements to enhance Treasurer's Office daily processes by December 2024.

Program: Tax Services

Lead: Carmen Canada, Neil Heyer & Rachel Belveal

Objective 3.4: Research feasibility and if possible, streamline gambling receipting process by December 2023.

Program: Tax Services

Lead: Jenna Francis, Neil Heyer & Rachel Belveal

Objective 3.5: Improve e-bill image access if possible by December 2023.

Program: Tax Services

Lead: Carmen Canada & Rachel Belveal

Objective 3.6: Have no delinquent personal property taxes older than three years by 2024.

Program: Tax Services

Lead: Neil Heyer

Objective 3.7: Create and propose a legislative agenda that includes treasurer cost recovery and business process improvements by December 2027.

Program: Administration

Lead: Alishia Topper

Did you know?

In Clark County there are approximately 186,000 billable parcels.



GOAL 4.

Maintain an open culture where every team member is valued, supported and has ample opportunity to contribute and succeed.

Objective 4.1: Develop and implement standardized internal onboarding, fraud and DEI training program by December 2024.

Program: Officewide

Lead: Amira Ajami, Neil Heyer & Sara Lowe

Objective 4.2: Create a digital file organization system across all electronic officewide platforms by December 2024.

Program: Officewide

Lead: Kim Crowell, Rachel Belveal & Sara Lowe

Objective 4.3: Create employee led recognition and team building program by December 2023.

Program: Officewide

Lead: Nashida Cervantes

Objective 4.4: Review strategic plan to assure goals and outcomes are monitored and reported to the Treasurer's Office semi-annually.

Program: Administration

Lead: Sara Lowe



2025 - 2027 PROJECTS

Look what the future holds...

FINANCIAL SERVICES

- Increase the number of trained team members for technical testing by 100%.
- Research and develop countywide payment portal.
- Research and modernize AR and AP processes to reduce checks through electronic channels by 2027.

TAX SERVICES

- PACS to Workday integration.
- Enhance customer experience and security through Joint Lobby remodel.



GET IN TOUCH WITH US



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