



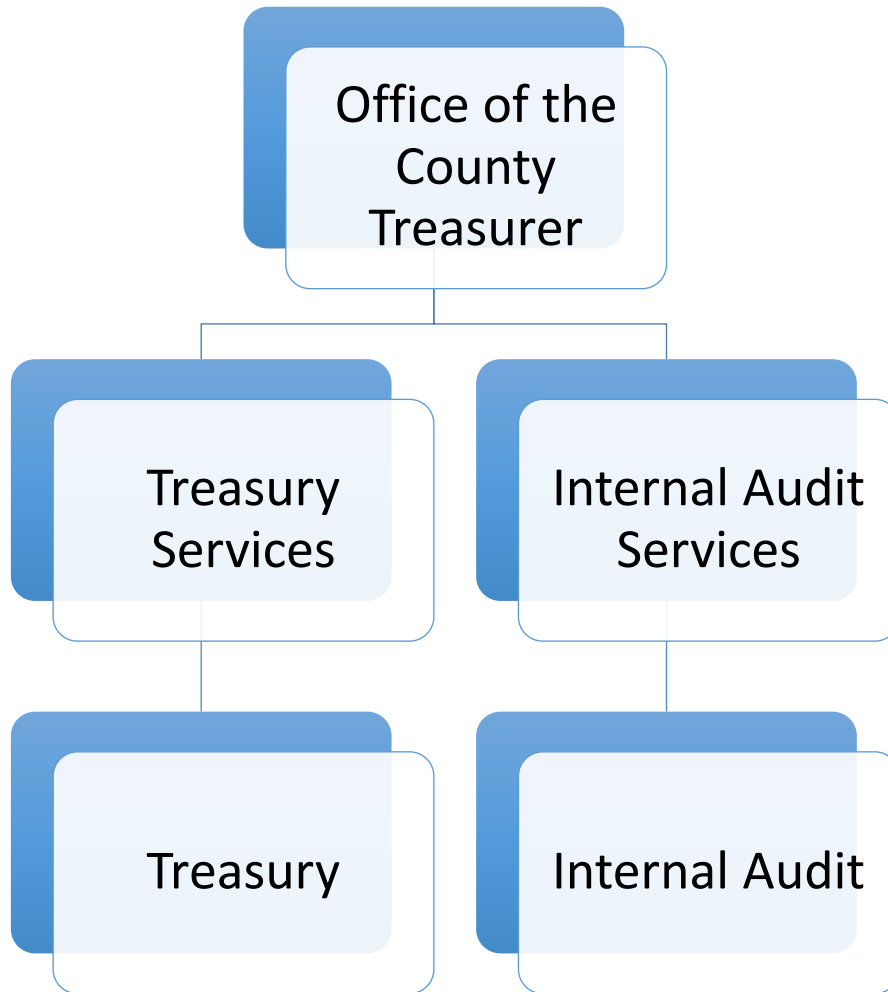
Brian T. Nava
County Treasurer

Office of the County Treasurer

Public Services Building
2051 Kaen Road, Suite 460 | Oregon City, OR 97045



Office of the County Treasurer
Performance Clackamas
Strategic Business Plan



Mission Statement

The Mission of the Office of the County Treasurer is to provide treasury, investment and audit services to the public of Clackamas County so they can trust that their funds are safeguarded and to the taxing districts and departments of Clackamas County so they can efficiently and effectively provide services to their customers.



Issue Statements

Electronic Payments

Safety is the Treasurer's Office number one priority. As technology continues to advance, there is a growing desire and need to become increasingly paperless - processing payments via Electronic Fund Transfer (EFT), online or credit card, with less handling of cash and checks. If not properly controlled and addressed, this shift could result in:

- Increased potential for loss of public funds,
- Increased potential for theft of personal information,
- Reputation risk,
- Risk that the public of Clackamas County will work around the County, and
- Increased risk of improperly recorded payments.

Statutory Requirements

Compliance with statutory requirements is a vital obligation of County Departments and the Treasurer's Office. If compliance is not carefully maintained, the results could include:

- Loss of funding sources (e.g. grants, state funding, federal funding, etc.),
- Loss of public trust,
- Loss of funds (i.e. theft), and
- Possible fines and penalties.

Policies and/or Procedures

An overall lack of written policies and/or procedures throughout the County has resulted in:

- Lack of criteria when auditing,
- Lack of department awareness of how they should operate,
- Inefficiencies and lack of consistency,
- Increased need for formal and informal training, and
- Increased risk for the County.

Audit Bandwidth

Audit resources are very limited when compared to similar jurisdictions. If not addressed, this will continue to result in:

- Less capacity to perform assurance and consulting services,
- Limited ability to respond to emerging issues, and
- Fewer opportunities to demonstrate transparency and accountability.

Cash and Revenue Flow

County Departments are increasingly dependent on consistent and efficient flow of revenue. If not continually monitored this could lead to:

- Cash and revenue being posted timely,
- Inability to provide key services to the public of Clackamas County,
- Inability to perform timely tax distribution with the appropriate amount of revenue, and
- Inability to forecast and budget timely.

Strategic Results

1. Departments and the Treasurer's Office will work together to ensure the County is appropriately receipting and recording cash in line with best practices, as evidenced by:
 - By 2021, the Treasurer's Office and Internal Audit will develop written policies, procedures, administrative rules, desk manuals, etc., as determined necessary and appropriate.
 - By 2021, the Treasurer's Office will provide cash controls training to 90% of the identified cash handlers.
2. The County and the Treasurer's Office will show its commitment to transparency, accountability, and helping build and ensure public trust, as evidenced by:
 - By 2020, the Treasurer's Office will develop a business case for a new staff auditor position.
 - During fiscal year 2022, the County will hire an additional auditor.
 - By 2021, research will be completed to determine if the Internal Audit function should be codified into County Code.
 - 90% of the audit plan completed.
 - % of accepted audit recommendations that are implemented within 2 years.
3. The Treasurer's Office will become more efficient and effective, as evidenced by:
 - By 2022, all organizations (not just state and federal) will have the ability to set up reoccurring Electronic Funds Transfer (EFT)/Automated Clearing House (ACH) payments.
 - By 2021, the Treasurer's Office will implement a macro to interface our customers deposit summaries directly into the financial management application.
 - By 2022, 100% of non-confidential information currently mailed will be available electronically or posted online.



Brian T. Nava
County Treasurer

Office of the County Treasurer

Public Services Building

2051 Kaen Road, Suite 460 | Oregon City, OR 97045

- By 2021, the Treasurer’s Office will review and update the County’s investment policy, as determined necessary and appropriate.
4. The Treasurer’s Office will continue meeting statutory requirements and assisting other County departments with compliance, as evidenced by:
- No financial audit findings related to the Treasurer’s Office, as reported by the contracted external financial statement auditor.
 - Timely tax distributions.
 - 90% bank reconciliations completed within 30 days of receipt of bank statement; 100% bank reconciliations completed within 45 days of receipt of bank statement.
 - 100% of County funds being in qualified depositories or adequately collateralized in accordance with law.
 - 100% of fraudulent checks are denied (via positive pay review).
5. The Treasurer's Office will partner with departments to improve the flow and efficiencies of receipting and posting revenue, as evidenced by:
- 95% of complete and accurate deposit summaries received are posted by Treasury within four business days.
 - Timely distribution of interest.
 - 95% accuracy of Treasurer Office postings.



Office of the County Treasurer

Public Services Building
2051 Kaen Road, Suite 460 | Oregon City, OR 97045

Line of Business: Treasury Services

Program: Treasury

Purpose Statement

The purpose of the Treasury Services Line of Business and Treasury Program is to provide active banking, accounting, investing, managing, distribution, and safeguarding services to the public of Clackamas County so they can trust that their funds are secure and to the taxing districts and departments of Clackamas County so they can efficiently and effectively provide services to their customers.

Key Result

100% of the tax distributions will be performed timely* to the over 125 taxing districts.

100% of County funds will be placed in qualified depositories or adequately collateralized in accordance with law.

100% of fraudulent checks are denied.

Program Performance Measures

TYPE	MEASURE DESCRIPTION
STRATEGIC RESULT	<ul style="list-style-type: none"> • By 2021, the Treasurer’s Office will provide cash controls training to 90% of identified cash handlers. (#1) • 100% timely* tax distributions (in accordance with law). (#4) • 100% of County funds being in qualified depositories or adequately collateralized in accordance with law. (#4) • 90% bank reconciliations completed within 30 days of receipt of bank statement; 100% bank reconciliations completed within 45 days of receipt of bank statement. (#4) • 100% fraudulent checks are denied (via positive pay review). (#4) • 95% of complete and accurate deposit summaries received are posted by Treasury within four business days. (#5)
RESULTS	<ul style="list-style-type: none"> • 95% of accurate Treasurer’s Office postings. (#5)



Office of the County Treasurer

Public Services Building
2051 Kaen Road, Suite 460 | Oregon City, OR 97045

	<ul style="list-style-type: none"> • By 2021 the Treasurer’s Office will update the County’s investment policy, as determined necessary and appropriate. • Timely distribution of interest. (#5) • By 2021, the Treasurer’s Office will develop written policies, procedures, administrative rules, desk manuals, etc., as determined necessary and appropriate. (#1) • No financial audit findings related to the Treasurer’s Office, as reported by the contracted external financial statement auditor. (#4)
OUTPUT	<ul style="list-style-type: none"> • # deposit summaries posted (monthly). • # people receiving cash handling training. • # bank reconciliations completed. • # reoccurring EFT/ACH set-ups (annual and cumulative tracking).
MILESTONES (from Strategic Results section)	<ul style="list-style-type: none"> • By 2022, all organizations will have the ability to set up reoccurring EFT/ACH payments. (#3) • By 2021, the Treasurer’s Office will implement a macro to interface deposit summaries into the financial management application. (#3) • By 2022, 100% of non-confidential information currently mailed will be available electronically or posted online. (#3)

* In compliance with statutes, which dictate weekly distributions in November and by the 10th of every month.

Services

- Access to bank accounts, bank supplies and bank information, as determined appropriate and necessary
- Recorded banking transactions
- Cash reconciliations of banking and investment accounts
- Matched deposit summaries
- Provide departments with any missing deposit summary information
- Merchant service account maintenance and compliance
- Merchant service equipment (e.g. credit card machines, Epay)
- Payment Card Industry, Data Security Standard compliance
- Checks, including, but not limited to:
 - Accounts payable
 - Payroll
 - Vendors
 - The Public



Office of the County Treasurer

Public Services Building
2051 Kaen Road, Suite 460 | Oregon City, OR 97045

- Stop payments (e.g. checks)
- Merchant dispute resolutions
- Abandoned property checks
- Hold and release money for liens
- Hold and release money for retainage (e.g. 2019 HB 2415)
- Tax distribution payments and statements (to the over 125 taxing districts, including the County)
- Interest from investment of County funds
- Investment management
- Revenue notifications
- Turnover the funds collected by tax and clerk to the Department of Revenue
 - County Assessment Function Funding Assistance (CAFFA)
 - Housing
 - Oregon Land Information System mapping fee
- The public receives official receipts for trust monies
- Trust accounts
- Self-pay insurance premiums for benefits
- Written checks
- Processed ACHs
- Tax refund checks
- Issue trust checks
- Interest distributions (e.g. Departments and Taxing Districts)
- Certified miscellaneous revenue (e.g. for distribution to taxing districts, federal forest funds, community schools, common school fund, payment in lieu of taxes)
- Set up and authorize ACHs for County and Component Units (checked runs and released funds)
- Check copies, check clearing, and stop payments
- Abandoned property due diligence
- Account analysis
- Filed treasury records
- Quarterly invoices for merchant fees
- Journal entries to record returned items, deposit adjustments and department notification
- Reviewed positive pay exceptions
- Monthly statutorily required reports
- Research and resolutions (e.g. to posting questions raised by departments)
- Finance fund transfer requests
- Processed pool transfers
- Pool sheets
- Positive pay for District Attorney office (e.g. witness fees)
- Debt service payments
- Coupon interest, matured investment, called investments, etc.



Line of Business: Internal Audit Services

Program: Internal Audit

Purpose Statement

The purpose of the Internal Audit Services Line of Business and Internal Audit Program is to provide assurance and consulting services to the public, employees, and departments of Clackamas County so they can feel confident that the public's interest are protected and can engage with a more accountable, higher performing, and more transparent local government.

Key Result:

By 2021, the Treasurer’s Office and Internal Audit will develop written policies, procedures, administrative rules, desk manuals, etc., as determined necessary and appropriate.

90% of the audit plan will be completed each calendar year.

Performance Measures

TYPE	MEASURE DESCRIPTION
STRATEGIC RESULTS	<ul style="list-style-type: none"> • By 2021, the Treasurer's Office and Internal Audit will develop written policies, procedures, administrative rules, desk manuals, etc., as determined necessary and appropriate. (#1) • 90% of audit plan completed each calendar year. (#2)
RESULTS	<ul style="list-style-type: none"> • By 2020, the Treasurer’s Office will develop a business case for a new staff auditor position. (#2) • % of accepted audit recommendations that are implemented within 2 years. (#2)
OUTPUT	<ul style="list-style-type: none"> • # audit reports issued. • # audit recommendations. • # reports made to the (contracted) fraud, waste and abuse hotline.
MILESTONES (from Strategic Results section)	<ul style="list-style-type: none"> • During fiscal year 2022, the County will hire a new staff auditor. (#2)



Brian T. Nava
County Treasurer

Office of the County Treasurer

Public Services Building
2051 Kaen Road, Suite 460 | Oregon City, OR 97045

	<ul style="list-style-type: none"> • By 2021, research will be completed to determine if the Internal Audit function should be codified into County Code. (#2)
OTHER MILESTONES	<ul style="list-style-type: none"> • By 2021, develop survey of consultation and assurance service recipients. • By 2023, contract for peer-review of Internal Audit.

Services

- Consultations
- Assurance services
 - Performance audits
 - Compliance audits
 - Financial audits
 - Information Technology audits
- Fraud reviews and audits
- Follow-up audits



MFR Glossary

To help participants and observers better understand this work program, definitions of a number of key words and phrases used throughout the process are listed below.

Customer: An individual or group of individuals whose best interests are served by, or who receives or uses, the services that the department delivers and who experiences the intended benefit.

Issues: A circumstance that will have a major impact on the customers served by the department or office.

Issue Statements: A statement that summarizes the issues and trends that will have a major impact on the customers served by the department over the next 2-5 years. The statement has two parts: 1) describes the issue or trend and how it is increasing, decreasing or continuing, and 2) describes how that trend, if the status quo continues unabated, is projected to impact customers and the department over the next 2-5 years.

Key Result Measures: A set of performance measures contained within each line of business comprised of one result measure from each of the programs in that line of business.

Lines of Business (LOB): A set of programs that have a common purpose or result. LOBs create the business profile of the department; they express in terms of broad result areas the particular mix of services that the organization is offering to the public in order to achieve its mission.

Managing for Results: An entire organization, its management system, its staff and the organizational culture (beliefs, behavior and language) are focused on achieving results for the customer.

Mission Statement: A clear, concise statement of purpose for the entire department, focused on the broad, yet distinct, results the department will achieve for its customers.

Performance Measures: A balanced "family of measures" that includes at least one of the following:

Result: measures the degree to which customers experience the expected benefit, as a consequence of having received the services that the department delivers.

Output: measures the amount of service provided or number of units produced or processed.

Demand: total units of a service expected to be demanded, requested or required by the customer.

Efficiency: expenditure/cost per output or result.

Program: A set of services that have a common purpose or result.

Program Purpose Statement: Clear, concise and results-oriented statement bringing together the name, the service provided the customer and the result customers are expected to experience.

Services: Tangible and intangible "things" or deliverables that the program provides to customers.

Strategic Result: The significant results the department must accomplish over the next 2-5 years to proactively respond to the critical trends, issues and challenges on the horizon.