

2024 Supplemental Department Questions

Please answer the following questions in a word document and return to Council. The answers to these questions will be provided to council as supplemental information. While not part of the physical budget presentation to Council, departments should be prepared to answer questions Council may have on these supplemental questions. If you feel that you have provided an answer in a previous question, please don't repeat your answer, simply refer to the earlier question/answer.

Strategic Goals

1. Provide your 2024 strategic goals; how are they different from 2023? In what way, if at all, are your strategic changes demonstrated in your budget request?

The 2024 strategic goals of the Treasurer's office are to:

- Continue investment in the local community with the Community Investment Program.
- Prevent homelessness for families disproportionately impacted by COVID-19.
- Support employee development and retention.

Our budget priorities for an employee reclass and ARPA dollars directly support two of our priorities. The community investment program leverages funds outside of the budget process.

National, state and local landscape:

1. What are the federal, state and local issues facing your work? What risks or opportunities does that create for you in 2024 and beyond? What is your plan to leverage the opportunity or mitigate the risk? What support do you need?

What I plan on saying:

At this time there are no issues causing significant operational impacts to the Treasurer's statutory requirements.

2. What, if any, new mandates do you have impacting your work? Are they funded or unfunded? What is the plan for accomplishing the work?

The Treasurer's office has no new mandates that impact our ability to conduct our statutorily required work.

Programs

1. List programs, projects and services within your department funded through federal COVID/ARPA funds. What, if any, of those programs are you recommending ongoing funding for and what is the source of ongoing funding?

The Treasurer's office recommends continuing the Foreclosure Forgiveness program and supports the reorganization of the ARPA dollars under the Office of Resilience and Recovery as well as concurs with the Office of the Executive's assessment of funding level, which is one hundred thousand dollars, and the method reimbursement from the ORR to operational programs.

2. For programs funded by COVID/ARPA funds, detail the plan to close out and/or transition those programs to an ongoing funding source in 2025 and beyond.

The program supported by ARPA funds is specifically designed to address foreclosures induced by COVID-related hardships. With the foreclosure envelope now passing beyond the two years of broad and significant impact from COVID-19, 2020 and 2021, the COVID-focused need for the program is diminished.

3. What new programs are you launching for 2024? What need or efficiency is that new program addressing? How is that program funded for sustainability? What metrics are in place to determine effectiveness?

The Treasurer's office at this time has no new program initiatives that are expected to impact the 2024 budget.

4. If different than #3, what are your areas of significant investment? What are you not doing because of that investment?

Our primary area of investment in 2024 is our staff. It is a priority of the Treasurer's office to align pay to the duties, experience, and high quality of work performed by Treasury staff. We seek to increase employee morale, stability, and efficiency and reduce turnover.

Internal Operations

1. What is your department doing to streamline processes or deliver services in a new way? How do your budget allocation requests play into these innovations? Are there ways which a different budget approach, e.g. several departments

sharing a resource, could achieve the same or better results in a more cost-effective way?

The office is currently transitioning all of our tax collection, distribution, and accounting processes to a new platform. The transition to Aumentum will create process efficiencies for the Treasurer's office. It has already reduced dozens of staff hours for our revenue collections officer. It will reduce staff work required for the processing and collection of excise tax and is a robust platform that can support future investment and yield more streamlined processes for staff.

2. What, if any, hiring challenges are you experiencing? How is that affecting your level of service or internal operations? How are you mitigating those operational challenges and/or what is your plan for recruitment?

The Treasurer's office was fully staffed at one point during this year. We are currently at an operational environment where we have the bandwidth to improve our hiring processes. The Treasurer's office is working to build relationships with professional organizations and community institutions in order to build a more diverse and representative candidate pool.

3. To help inform Council on experiences around hiring and retention, please provide a list of all vacant position titles, position codes, FTE amount (1.0, 0.5, etc.), date vacated, and date first posted. Template spreadsheet attached for convenience and conformity; if already tracking information in another format, that is acceptable as well. Please list each vacancy separately.

Vacant:

Cashier: recent internal promotion.

Excise: seek to reclass to PIO.

Project position: Dual-hatted existing employee.

See attached list.

4. What effect has the increase of inflation and/or supply chain issues had on your department? What, if any, services, or projects have you had to adjust to accommodate for this? (i.e. moving to outside contracted services, delaying of project starts and/or purchasing, redistribution of workload, etc.)

There has been no inflation-based impact to mission.

5. When was the last time your department implemented a fee increase? Do you have any plans to increase fees?

The office increased the foreclosure fee from \$1000 to \$1050 dollars in 2021. The last cost analysis for the fee rate was conducted in 2011. We will be conducting a new cost analysis in Q1 of 2024 and expect a new fee rate will be assessed based on that cost analysis.

We are increasing our SCIP Pool fees from \$201K to \$204K.

Other fees the Treasure collects are set by statute or in the case of passports federal guidelines.

6. Do you have any plans to do a rate/fee study? Are your current fees established based on a full cost recovery model?

For our foreclosure fees in Q1 of 2024 we will conduct a cost analysis and anticipate it will be to for full cost recovery.

For out investment fees, per the RCW, we conduct a full analysis every 2 years on the actual cost incurred to run the county investment pool. We are authorized to conduct a full cost recovery.

Successes

1. Take this opportunity to share one significant success in your department over this past year. What made it a success?

This year, with support from council and in collaboration with the Executive office and the Office of Resiliency and Recovery, we stood up our ARPA funded foreclosure forgiveness program for families disproportionately impacted by COVID-19. In its inaugural year, the program prevented 20 families throughout the county from entering into homelessness.

We also have a bonus success story we would love to share. This year, our community investment program, made critical investments in community partners, Sno-Isle Libraries and the Port of Everett. Our investment in the Port has helped kick off the development of the Millwright District bringing jobs, businesses and housing to the City of Everett. We also recently invested in Sno-Isle Libraries project in South Everett, which is working in partnership with the Everett Housing authority to create a mixed use library and housing site.