



# MARICOPA COUNTY

## TREASURER'S OFFICE FY 2023 ANNUAL REPORT



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# Introduction

## About the Maricopa County Treasurer's Office

The Maricopa County Treasurer's Office proudly serves the taxpayers of America's fourth largest and fastest growing county. The Treasurer's Office is responsible for the billing and collection of both real and personal property taxes levied by the County and various taxing entities. The office receives, processes, invests, and most importantly, safeguards public funds. Additionally, the Maricopa County Treasurer's Office has a fiduciary responsibility to serve as the bank for school districts and special taxing districts within Maricopa County.

## About this Document

The Maricopa County Treasurer's Annual Report is published in the summer. It provides information on the preceding fiscal year. Fiscal year 2023 began July 1, 2022, and ended June 30, 2023.

The annual report is intended to provide high-level information and data on the office's operations to the general public. Each section in the annual report represents a core function of the office. This document was made possible by the hard work and dedication of the Maricopa County Treasurer's Office staff.



# Letter from the Treasurer

Dear Maricopa County Residents,

I want to start off by thanking you for electing me to be your Maricopa County Treasurer.

So, what does the Treasurer's Office do? Well, after the Assessor's Office sends us the value of your real property (land, house, commercial property, etc.) and personal property (mobile home, tools, and equipment over a certain value), and the Board of Supervisors sets the tax rate and levy, then the Treasurer's Office calculates your tax bill and sends it to you for payment.

When you pay your tax bill, you send it to this office. We not only collect the taxes, but we function as the County's bank. After all necessary expenses are paid, we invest the monies that are not needed immediately in a safe and responsible manner to achieve modest returns, as directed by law. Finally, we pursue those who do not pay their taxes. Annually, we collect approximately \$14 billion. Property tax dollars make up \$5.5 billion of that and are distributed to school districts (57%), cities (12%), Maricopa County government (11%), community colleges (11%), and special taxing districts (9%). The remaining amount we collect comes from a variety of sources such as federal grants and state education funds.

As I approach three years as the Maricopa County Treasurer, I am pleased to report things are moving forward. We have completed a second round of informal interviews with all staff members to get their feedback. This has led to process improvements throughout the office. We are also investing in our staff by providing cross-training and educational opportunities.

There are a number of accomplishments to highlight. Our investment portfolio earned over \$160 million in interest this past fiscal year. The STAR Call Center has been greatly improved, with reduced hold times and higher customer satisfaction. Our new and improved website will be launched this fiscal year. Finally, we are making real progress with the development of our new property tax and accounting software, which will allow us to provide the best possible service.

Paying taxes is never fun. But it is our goal as the Maricopa County Treasurer's Office to make it easier. I have a great team of people here. We collect \$5.5 billion of your hard-earned money in the form of property tax, and we thank you for paying. Whether you pay \$8 or \$80,000 in property taxes, I, along with the entire Treasurer's team, want your experience to be a good one.

Thank you for paying your taxes and thank you for this job.

John M. Allen  
Treasurer

# Administrative Services

## Accomplishments

The Administrative Services unit performs several key functions for the Treasurer’s Office. This includes human resources activities, invoice payments, budgeting, facilities management, tax bill mailing, contract management, ballot storage, and document scanning and retention.

Fiscal year 2023 was certainly eventful. In July 2022, renovations to the Treasurer’s Office’s main suite in the County administration building were completed, allowing staff to return to a permanent workspace after six months of working from a temporary location. The County launched a new accounts payable application in July and a new human resources system in October, which Administrative Services staff quickly learned.

Through these changes, staff demonstrated adaptability and positive attitudes. Treasurer Allen recognizes that the office’s successes are possible because of the resilience of our great team. Below are some of the Administrative Services unit’s accomplishments from fiscal year 2023:

- Reviewed undeliverable mail and made address corrections.
- Re-interviewed every employee in the Business Operation, Financial Services, and Information Services units for feedback.
- Continued to provide staff with opportunities to attend educational conferences.
- Hosted the Arizona County Treasurers Association conference for the first time in nearly 20 years.

## Mailing Activities

Administrative Services coordinates mailing activities for the Treasurer’s Office. Every September, tax information statements are sent to those who pay their taxes through their mortgage company, and tax bills are sent to those who pay their property taxes directly. Companies that pay property taxes on equipment that is leased out to consumers also receive tax bill mailings. These are referred to as lease account bills. Delinquent notices for property taxes are sent out in December, May, and June. Below you will find mailing data by tax year. The figures below represent the total number of statements mailed, not the total number of mail pieces. The number of mail pieces is usually smaller due to combining multiple statements when the name and address are the same.

### Number of Statements Mailed

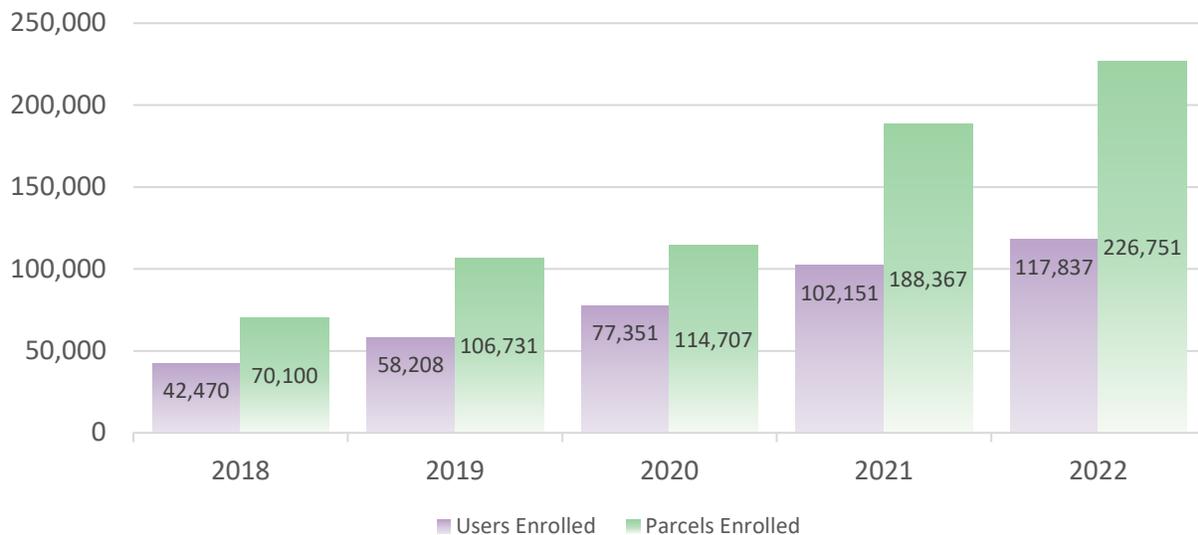
Tax Year	2018	2019	2020	2021	2022
<b>Current Year Mailings (sent in September)</b>					
Single Parcel Bills	765,032	775,334	697,631	729,331	720,554
Lease Account Bills	16,103	23,858	22,555	25,987	19,788
Information Statements	N/A	755,120	777,416	792,060	795,023
<b>Total Current Year Mailings</b>	<b>781,137</b>	<b>1,554,312</b>	<b>1,497,602</b>	<b>1,547,378</b>	<b>1,535,365</b>
<b>Previous Year Delinquent Notices</b>	<b>98,680</b>	<b>113,921</b>	<b>125,715</b>	<b>127,728</b>	<b>127,420</b>
<b>Grand Total</b>	<b>879,817</b>	<b>1,668,233</b>	<b>1,623,317</b>	<b>1,675,106</b>	<b>1,662,785</b>

## e-Notices

The Treasurer's Office provides taxpayers with the ability to opt into e-Notices to receive their property tax information via email. There has been significant year-over-year growth in e-Notice enrollment. This is reflected both in the number of individual users enrolled, as well as the number of enrolled parcel accounts. Currently, 12.3% of parcel accounts are enrolled in e-Notices.

e-Notice enrollment is quick, easy, and free. Save steps and time by viewing your property tax information from your phone, tablet, or computer without having to wait for mail delivery. Visit [enoticesonline.com](https://enoticesonline.com) to enroll today!

### e-Notice Enrollment



## Legislative Analysis

The Administrative Services unit actively monitors proposed legislation from the Arizona State Legislature for potential impacts to the Treasurer's Office's operations. In the 2023 legislative session, there were several noteworthy bills that were chaptered into law. [Laws 2023, Ch. 100](#) allows mortgagors to opt into receiving paperless information statements. In the past, the Treasurer's Office was required to mail paper information statements to all mortgagors, even if they were enrolled in e-Notices. [Laws 2023, Ch. 16](#) increases the maximum moving expenses covered by the Mobile Home Relocation Fund. It also increases the fees that mobile home park landlords must pay if they require tenants to move due to a change in use or redevelopment of the park. [Laws 2023, Ch. 79](#) provides clarification regarding the qualifications for property tax exemptions based on total and permanent disability.

## Ballot Storage

The Administrative Services unit oversees the implementation of security protocols for ballot storage. Arizona Revised Statutes (A.R.S.) § 16-624 states that the County Treasurer must preserve election ballots in a secure facility. The retention period is two years for federal elections and six months for all other elections.

## Scanning Center

The Administrative Services unit established a new scanning center in fiscal year 2022, with the goal of moving from a paper-driven office to a digital office. Documents are scanned and indexed into a computer application where they can be easily searched by parcel number, date, or other key characteristics, to better serve the customer. The scanning center currently has two full-time employees. The scanning center continued to build on its progress in its second year. In fiscal year 2023, a total of 121,942 pages were scanned and indexed.

## Looking Ahead

Fiscal year 2023 was a year of planning and change. We are looking forward to building on our improvements into fiscal year 2024. We will continue to work diligently to reduce the rate of undeliverable mail. Doing so will ensure that your tax bill or information statement is sent to the correct address.

Administrative Services staff are regularly cross-training to learn new job skills and provide greater coverage for the office. This is consistent with Treasurer Allen's vision for a collaborative and continuously improving office. We look forward to serving you!



# Business Operations

## Accomplishments

After a year of construction to modernize the Treasurer's Office, it was time to hang up the hard hats in July and move back into our newly renovated space. After settling in and with the team positioned to realize improvements in business processes and overall communication from prior fiscal year changes, Treasurer Allen once again sought input on where further efficiencies could be made. Based on employee and management feedback, additional structural changes this fiscal year were made to both better serve our customers and provide growth opportunities for Treasurer staff. The continuous improvement model adopted by Treasurer Allen has allowed Business Operations to achieve better results, adapt quicker to meet the needs of Maricopa County taxpayers and improve employee performance and morale.

With changes in place, Business Operations recently began branching out to better understand how outside entities and other County departments utilize the resources the Treasurer's Office provides to obtain important property tax information. Routine collaboration sessions with our sister agencies (Assessor, Recorder, Sheriff, STAR Call Center) were established and have provided staff with additional knowledge to better serve customers across County department lines. Additionally, these sessions provide an opportunity to critique business processes that stretch across multiple departments and look for ways to realize improvements in communication and processes. Business Operations has also branched out and had dialogue with our partners at the Arizona Motor Vehicle Division, and various title companies. We look forward to continued dialogue with our partners as we move ahead into the next fiscal year.

From property tax collections to submitting abatement requests and beyond, Business Operations is the hub of all taxpayer-related activity in the Maricopa County Treasurer's Office. Below are some additional accomplishments of the Business Operations Unit:

- Eliminated over 3,244 mobile home uncollectible accounts and abated \$8.2 million as required by A.R.S. § 42-19118;
- Abated \$8,908.67 of delinquent interest per the mortgage interest waiver program as required by A.R.S. § 42-18053(C);
- Continued to significantly reduce the number of payments held in impound due to missing payment details and/or inadequate amounts;
- Processed over 26,000 tax resolutions. Resolutions are tax adjustments made to a parcel account following an approved notice of claim filed with the Assessor's Office; and
- Managed the collection of over \$27 million in excess proceeds and the disbursement of over \$23 million in excess proceeds as prescribed by A.R.S. § 33-812. These monies represent the proceeds from the trustee sale on a foreclosed property above the amount owed to the lender. Any unclaimed monies are returned to the state two years after being deposited with the Treasurer's Office.

## Property Tax Collections

Property taxes in Maricopa County can be paid in several different ways. As a percentage of collections, the most utilized method of payment is via our Corporate Services System. Here, financial institutions, tax servicing companies, mortgage companies, and individuals owning multiple properties may submit payments on multiple parcel accounts at one time. Taxpayers not utilizing escrow services can visit the Treasurer's website to pay electronically or stop by any full-service Chase Bank in Arizona to submit payment. Payments made at Chase Bank must be made with a Treasurer payment coupon. What if you don't have your coupon? Visit our website to download one today!

### Property Tax Collections by Category

Category	Dollars Collected by Fiscal Year			Number Of Transactions		
	2022	2023	% Change	2022	2023	%
<b>Corporate Services *</b>	2,611,962,776	2,613,272,420	0.05%	1,734,455	1,806,245	4.14%
<b>Lockbox</b>	1,436,847,029	995,247,531	-30.73%	598,953	376,387	-37.16%
<b>In Office</b>	168,360,354	209,761,380	24.59%	60,138	57,865	-3.78%
<b>Bank Branch</b>	227,108,912	224,352,558	-1.21%	128,613	130,246	1.27%
<b>Online eCheck</b>	938,257,417	1,024,588,471	9.20%	296,049	320,889	8.39%
<b>Online Card</b>	128,829,858	144,171,977	11.91%	107,169	118,718	10.78%
<b>Online Bank</b>	109,616,281	102,426,264	-6.56%	75,619	71,815	-5.03%
<b>Total **</b>	<b>5,620,982,628</b>	<b>5,313,820,601</b>	<b>-5.46%</b>	<b>3,000,996</b>	<b>2,882,165</b>	<b>-3.96%</b>

\*\*Includes prior year tax payments, fees, and late payment interest.



## Taxpayer Research Requests

The Treasurer's Office takes great pride in delivering accurate and timely results to the taxpayers we serve. Prior fiscal year changes to the online research request process continue to allow our office to better capture and categorize research requests. Along with greater staff collaboration and the implementation of quality control checks on the work we perform, Business Operations staff continue closing hundreds of research requests each fiscal year.

### Taxpayer Research Requests by Source

Source	2020	2021	2022	2023
Online	5,976	3,995	3,559	3,621
Mail	436	246	843	115
Personal E-mail	117	26	11	55
Phone	21	20	5	19
Fax	68	25	4	7
Walk-In	1,033	116	26	17
Assessor	11	8	0	1
Others	2,340	1,026	980	194
<b>Total</b>	<b>10,002</b>	<b>5,462</b>	<b>5,428</b>	<b>4,029</b>
In Service	0	0	0	79
In Queue	0	0	0	48
Closed	10,002	5,462	5,428	3,902
<b>Total</b>	<b>10,002</b>	<b>5,462</b>	<b>5,428</b>	<b>4,029</b>



## Tax Liens & Deeds

### Tax Lien Sale

Each February, the Treasurer's office holds an online auction of delinquent property taxes. This auction provides the County a way of collecting property tax monies that otherwise might not be collected. On average, Maricopa County sells over 90% of the tax liens auctioned. Tax liens, also referred to as Certificates of Purchase (CPs), provide bidders the potential opportunity to earn interest income. Tax liens not sold in the online auction can be purchased over the counter at the Treasurer's Office. Interested in participating in a tax lien sale? Visit our website to learn more about becoming a bidder.

Sale Year	2019	2020	2021	2022	2023
Tax Year	2017	2018	2019	2020	2021
<b>Parcels Advertised</b>	18,988	17,641	17,189	16,655	16,879
<b>Parcels Not Auctioned*</b>	6,546	5,945	6,941	6,537	6,496
<b>Parcels Auctioned</b>	12,442	11,696	10,248	10,118	10,383
<b>Tax Liens Sold</b>	11,705	11,189	9,713	9,361	10,153
<b>Unsold Liens</b>	737	507	535	757	230
<b>Dollar Value</b>	18,266,885	18,614,866	15,424,855	15,446,364	18,403,052
<b>Average Interest Rate</b>	4.20%	5.33%	2.91%	2.26%	2.70%

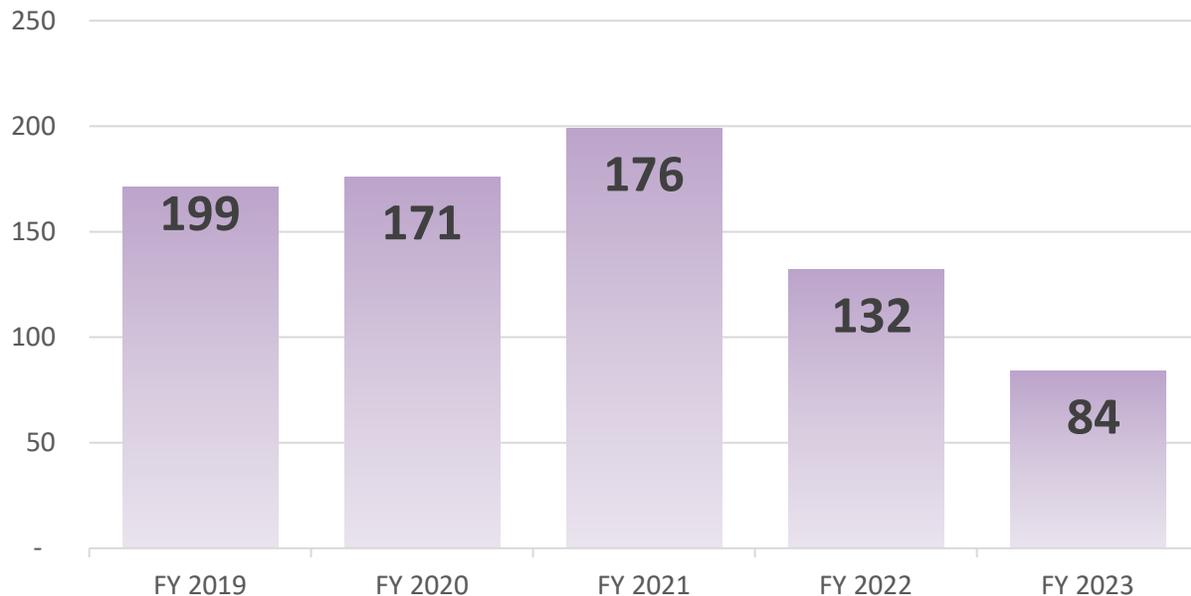
\*Parcels advertised but not auctioned due to parcel condition



## Investor Certificate of Purchase Foreclosures

CPs are eligible for foreclosure three years after the date of purchase. The foreclosure process provides an opportunity for taxpayers to bring their taxes current. This fiscal year, our office received over 867 statutorily required intent to foreclose notices from lienholders initiating the foreclosure process. Of the 867 foreclosure notices received, there were 84 foreclosures.

Investor Foreclosures



## Looking Ahead

Business Operations will continue to pursue avenues of efficiencies in the work we perform and looks forward to sharing those with the taxpayers of Maricopa County over the coming years. With closer collaboration amongst our partners, ensuring adequate coverage and cross-training, and a better understanding of the needs of the taxpayers and entities we serve, our team looks forward to working with you. Come by and see us!



# Financial Services

## Overview

The Arizona Revised Statutes require school districts, community college districts, and other various taxing districts within the County to deposit public monies with the Treasurer's Office. During fiscal year 2023, the financial activity for these entities resulted in a gross amount of approximately \$28 billion in various transactions (both incoming and outgoing). The Financial Services unit ensured all monies received and disbursed were recorded timely and accurately.

The accounting system used by the Treasurer's Office is undergoing a major upgrade over the next year. In planning for this upgrade, we continue to receive feedback from various agencies and perform internal analysis to determine which improvements should be implemented to deliver a better customer experience.

## Accomplishments

Some of the accomplishments achieved by Financial Services during fiscal year 2023 include:

- Improved the online portal used by school districts to:
  - Ensure agency deposits are uploaded with proper supporting documentation resulting in monies being easily identified and posted to the proper recipient.
  - Post deposits within two days of the actual deposit at the bank - a significant improvement over prior years.
  - Agencies more consistently uploaded one file per deposit. In the past, agencies would accumulate several deposits and submit combined revenue files, which are harder to identify.
  - The revenue processing clearing account operated at or near a zero balance, which is optimal.
  - Additional announcements allowed for increased communication with users.
  - Accounts with no log-in activity for a certain period of time were disabled.
- Analyzed and reconciled a significant portion of the Treasurer's temporary holding accounts.
  - Identified and corrected certain posting errors which had been carried over from prior years and/or accounting systems.
  - Identified the contents and the propriety of such contents within the holding accounts.
  - Developed detailed procedures to ensure continued monitoring of the clearing/holding accounts for unusual or significant activity.
- Converted our warrant clearing account to a zero balance account with our servicing bank.
  - Reduced the number of payees being turned away at the branch level.
  - Strengthened our partnership with our servicing bank.
- Transitioned to using templates for most of the recurring journal entries performed on a monthly or weekly basis.
  - This process is faster and more efficient than submitting a journal entry from scratch.
  - Journal entries can be easily compared to prior periods when looking for errors.
  - By reducing the lag in our real-time posting, we can post cash transfers directly from bank to bank instead of having to use a clearing account.

## Voter-Approved Bonds

### Debt Service Payments

The Treasurer's Office is responsible for making all debt service payments on voter-approved bonds issued by taxing districts within Maricopa County. Most bonds issued are related to school districts, with a few fire districts and one special health care district. The amounts presented below include refunded bonds that were collected and transferred to the trustees for future payments.

District	Beginning Balance	Principal Payments	New Debt Issued FY23	Ending Balance	Interest Payments	Sinking Fund Payments
<b>District:</b>						
Agua Fria UHSD	123,255,000	8,195,000		115,060,000	4,850,163	
Alhambra ESD	38,980,000	1,420,000		37,560,000	1,428,463	
Arlington ESD	1,155,000	285,000		870,000	34,966	
Avondale ESD	39,765,000	2,365,000		37,400,000	1,362,380	
Balsz ESD	26,445,000	2,020,000	10,500,000	34,925,000	1,086,338	
Buckeye ESD	39,885,000	2,730,000	8,615,000	45,770,000	1,564,316	
Buckeye UHSD	68,495,000	3,630,000		64,865,000	2,569,361	
Buckeye Valley FD	10,335,000	705,000		9,630,000	331,529	
Cartwright ESD	47,115,000	2,425,000	15,000,000	59,690,000	1,669,382	
Cave Creek USD	27,205,000	2,610,000		24,595,000	948,625	
Chandler USD	399,835,000	24,000,000		375,835,000	16,470,338	2,610,369
Creighton ESD	69,085,000	4,900,000		64,185,000	3,089,310	
Daisy Mountain FD	12,555,000	615,000		11,940,000	458,575	
Deer Valley USD	199,875,000	35,995,000	49,250,000	213,130,000	7,903,236	
Dysart USD	97,086,000	13,516,000		83,570,000	3,577,990	
Fountain Hills USD	6,735,000	1,080,000		5,655,000	212,413	
Fowler ESD	8,535,000	2,110,000		6,425,000	278,800	
Gila Bend USD	17,205,000	850,000		16,355,000	733,775	
Gilbert USD	156,110,000	21,700,000	16,970,000	151,380,000	5,982,428	
Glendale ESD	40,345,000	2,030,000	10,690,000	49,005,000	1,383,447	
Glendale UHSD	135,580,000	14,510,000	76,515,000	197,585,000	5,777,224	
Higley USD	86,925,000	8,455,000		78,470,000	3,136,075	
Kyrene ESD	213,060,000	16,600,000		196,460,000	8,405,012	
Laveen ESD	21,895,000	3,095,000		18,800,000	738,275	
Liberty ESD	44,740,000	2,500,000	9,100,000	51,340,000	1,841,972	
Litchfield ESD	43,385,000	6,255,000		37,130,000	1,318,802	
Littleton ESD	49,445,000	2,690,000		46,755,000	1,568,952	
Madison ESD	93,875,000	13,205,000	48,340,000	129,010,000	3,893,850	
Mesa USD	358,660,000	46,555,000		312,105,000	13,457,763	
Murphy ESD	7,383,000	702,000		6,681,000	223,245	

District	Beginning Balance	Principal Payments	New Debt Issued FY23	Ending Balance	Interest Payments	Sinking Fund Payments
<b>District:</b>						
Nadaburg USD	2,359,000	93,000		2,266,000	89,263	
Osborn ESD	48,415,000	5,215,000		43,200,000	1,893,950	
Paradise Valley USD	379,960,000	40,340,000	86,585,000	426,205,000	15,072,285	1,426,726
Pendergast ESD	56,680,000	6,730,000	13,430,000	63,380,000	2,331,603	
Peoria USD	185,125,000	18,120,000		167,005,000	7,205,044	
Phoenix ESD	47,360,000	5,385,000	43,915,000	85,890,000	1,901,238	
Phoenix UHSD	386,570,000	51,205,000		335,365,000	15,386,370	
Queen Creek USD	129,875,000	8,830,000		121,045,000	5,404,088	
Rio Verde FD	4,600,000	140,000.00		4,460,000	147,300	
Riverside ESD	37,750,000	6,895,000	24,895,000	55,750,000	1,906,451	
Roosevelt ESD	73,485,000	7,780,000	30,725,000	96,430,000	3,288,204	
Saddle Mountain USD	50,580,000	2,740,000		47,840,000	2,098,282	
Scottsdale USD	317,465,000	16,670,000		300,795,000	13,866,760	1,151,973
Sun City FD	8,075,000	430,000		7,645,000	315,096	
Tempe ESD	154,515,000	15,580,000	20,000,000	158,935,000	7,290,440	
Tempe UHSD	76,755,000	5,345,000	45,400,000	116,810,000	1,858,437	
Tolleson ESD	22,705,000	1,850,000		20,855,000	954,125	
Tolleson UHSD	217,315,000	16,595,000	39,710,000	240,430,000	9,593,309	
Union ESD	11,545,000	800,000		10,745,000	330,550	
Valleywise SHCD	640,695,000	40,360,000		600,335,000	30,149,600	
Washington ESD	104,015,000	9,870,000	26,510,000	120,655,000	3,807,913	
WestMEC	144,220,000	14,025,000		130,195,000	6,047,006	
Wickenburg USD	6,800,000	1,025,000		5,775,000	251,500	
Wilson ESD	3,010,000	385,000		2,625,000	123,600	
<b>Grand Total</b>	<b>5,594,823,000</b>	<b>524,156,000</b>	<b>576,150,000</b>	<b>5,646,817,000</b>	<b>227,609,419</b>	<b>5,189,067</b>



## Line of Credit Usage

Pursuant to A.R.S. § 11-604.01, the Board of Supervisors and the Treasurer may enter into an agreement with a financial institution to grant temporary lines of credit to qualifying taxing districts. The Treasurer acts as the fiscal agent for each district that borrows from its credit line, which is only available for the duration of the fiscal year.

Credit lines are drawn when the district does not have sufficient cash available to cover warrants (government checks) presented for payment. Therefore, not all available credit lines may be used during a given year, and some credit lines are used for a very brief period. Smaller interest amounts are indicative of very brief borrowing periods. Below is a summary of total credit line activity during fiscal year 2023.

### FY 2023 Credit Line Activity

District	Outstanding Beginning Balance	Borrowings	Payments	Outstanding Ending Balance	Interest Paid
Harquahala Valley Rural Fire	-	154,000	154,000	-	517
Cartwright Elem School	7,948,000	71,000	8,019,000	-	26,803
Nadaburg Unified School	-	686,000	686,000	-	1,007
Maricopa Co Regional School	1,186,000	-	1,186,000	-	4,584
<b>FY 2022 Totals</b>	<b>9,134,000</b>	<b>911,000</b>	<b>10,045,000</b>	<b>-</b>	<b>32,911</b>

## Warrants Processed

Most cash outflows are made via the use of warrants. A warrant is a government-issued check payable for authorized expenditures of a government entity. Warrants are presented for payment by the servicing bank and the Treasurer's Office is responsible for validating the warrant and ensuring there is money available from the entity's authorized cash account(s).

Jurisdiction Type	# of Transactions	Total Amount
County/County Agencies	71,919	291,160,954
School Districts	359,149	8,528,699,155
Special Districts	19,835	1,124,052,990
Treasurer Checks (1)	14,687	83,562,376
<b>FY 2023 Totals</b>	<b>465,590</b>	<b>10,027,475,475</b>

- (1) Treasurer checks are issued directly by the Treasurer and are payable by the bank when presented. Most Treasurer checks are related to taxpayer refunds.

## Portfolio Management

The County Treasurer invests, on a pool basis, all idle monies not specifically invested for a fund or program. Participants in the investment pool include school districts, county agencies, and other special districts.

All investments follow state statutes and include the following internal investment objectives:

- Maintain safety and preservation of principal.
- Maintain sufficient liquidity to meet the cash needs of pool participants.
- Maintain the highest rate of return given the prevailing budgetary and economic cycles, while considering the other investment objectives and requirements of statutes.

## Investment Earnings & Distributions

The Treasurer allocates interest earnings monthly to each of the pool's participants (accrual basis); however, interest is disbursed to the pool participants based on interest received (cash basis). Cash distributions of interest have historically occurred quarterly; however, beginning in April of 2023, interest distributions now occur monthly.

For the year ended June 30, 2023, interest distributions, earnings, and other information were as follows:

	June 30, 2023
<b>Agency type:</b>	
School districts	73,637,013
County agencies	59,326,064
Special districts	9,686,661
<b>Total interest distributions</b>	<b>142,649,738</b>
Change in interest receivable balances	20,051,799
Interest earnings	162,701,537
Average book value of investments	7,941,299,228
<b>Annualized yield through June 2023</b>	<b>2.05%</b>
Yield effective for June 2023	2.61%
Average days to maturity	469 days (or 1.28 years)

## Investment Portfolio Distribution

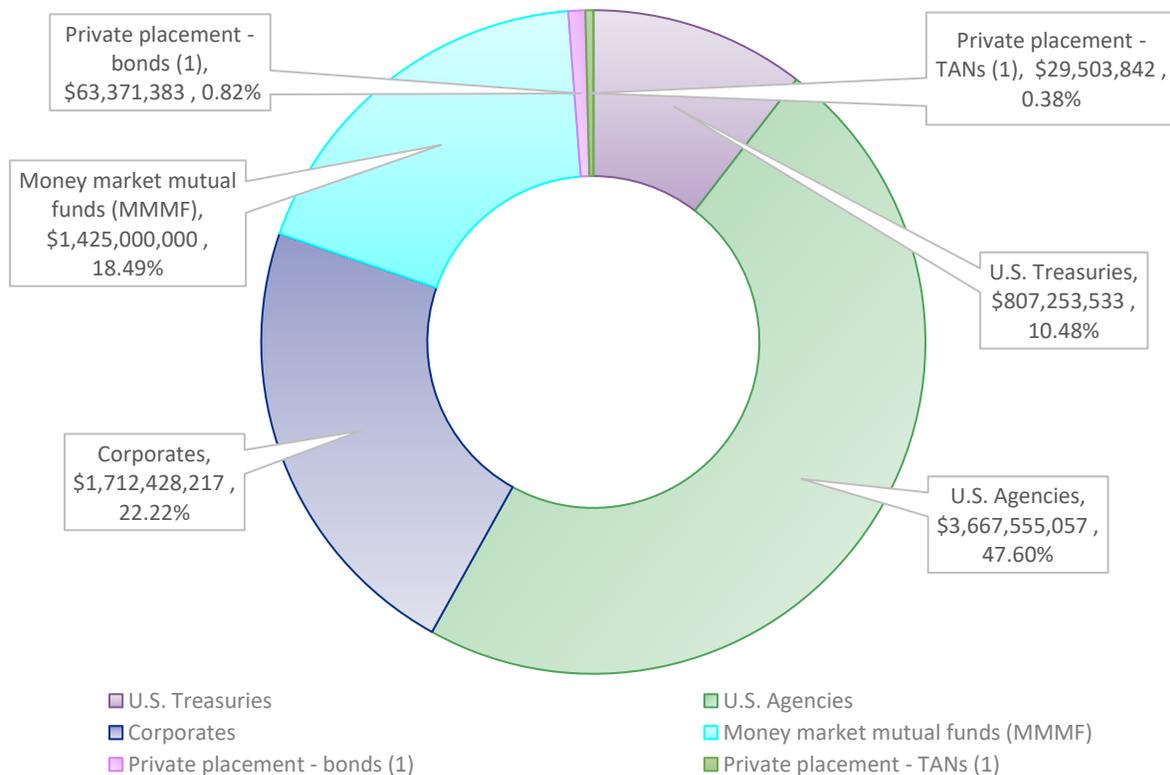
In accordance with A.R.S. § 35-323 - Investment of Public Monies, the County Treasurer's Office invests public monies in the following types of investments:

- U.S. Treasury securities;
- U.S. agency securities;
- Corporate bonds;
- Commercial paper;
- Money market mutual funds (MMMF);
- Repurchase agreements; and
- Other types of investments (e.g., privately placed bonds tax anticipation notes (TANs), and registered warrants, etc.).

All investments are reported at fair value, except for privately placed bonds and TANs that mature within 90 days that are reported at amortized cost (cost adjusted for amortizing premium/accreting discount on a straight-line basis). Privately placed bonds that mature beyond 90 days are valued using information from similar investments. All other bonds are priced using an evaluated bid based on observable market information or Bloomberg. All money market mutual funds are valued using a net asset value (NAV) of \$1.00 per share.

As of June 30, 2023, the investment portfolio totaled \$7,705,112,031, and contained the following investments:

## Investments by Type



(1) The private placement bonds and TANs purchased by the County Treasurer were issued by various school districts and fire districts that deposit monies with the County Treasurer.

## Looking Ahead

The Financial Services unit continues to pursue operational improvements by leveraging technology. A new accounting system will improve processing times and allow for the creation of more sophisticated data reports. A new agency website that is more user-friendly will help school districts and other governmental entities that bank with the Treasurer's Office. All of these enhancements will benefit the customer and make their experience a positive one!

# Information Services

## Accomplishments

Treasurer Allen has a strong commitment to continuous improvement for the office and staff, and a major part of that improvement is in technology and the services supporting it. The Information Services unit is focused on IT modernization, delivering technology solutions to assist our Business Operations unit in effectively serving the residents of Maricopa County, and improving the technology we use to perform our job duties.

Information Services improvements are summed up in IT modernization initiatives to include:

- **Property tax software development:** The technology team took a major step in continuous technology improvement by identifying and acquiring property tax software to serve as the foundation for advancing the capability of the office. When the project is completed, the software will provide efficient transaction processing for the office. The major tasks completed during this reporting period were:
  - The build and testing of the certified tax roll process which allows a “click of the button” tax roll build which can happen in a couple of hours versus a couple of days.
  - The implementation of cashiering functionality.
  - The redesign of the new Treasurer’s website to include updated County branding.
  - The continued development of the new Treasurer’s information system, which includes the introduction of test automation.
- **Data warehouse:** The data team continued mapping and conversion activities in support of the new Treasurer’s information system and ongoing day-to-day operations. Data is the foundation of information and reporting, and it is vital for the office to perform research, provide responses to customers, and add predictability to how services and support are planned. The data warehouse provides a single source of truth for reporting and the consolidation of data which creates efficient data handling.
- **Continuous improvement and performance management:** The Information Services unit has strived to continuously improve the way we deliver services to our internal and external stakeholders. The foundation of continuous improvement is establishing clear goals and objectives and measuring outcomes, reporting results, and modifying the way we work to improve performance. The Information Services unit implemented and began performance management over this period.



## Information Services Support by Application Type

The Treasurer’s Office’s technology requires ongoing and continual support and maintenance to ensure uptime and availability of applications used by residents, agencies, and staff. Creating new functionality, resolving software issues, building reports, and designing document workflows are standard technical support functions. Below is a list of the application types and the number of tickets submitted by users during fiscal year 2023.

Application Type	Ticket Count
Agency User Website	605
Document Repository	134
Financial Systems	10
Investment Software	2
Legacy Property Tax Software	245
Reporting	117
Service Ticket System	57
Treasurer’s Accounting System	131
Treasurer’s Website	84
Treasurer’s Website Upgrade	1
<b>Total</b>	<b>1,386</b>

## Information Services Production Support by Type

Provisioning users, executing operational tasks, and maintaining system operability are regular and reoccurring functions performed by the technical support teams. From providing access to systems, setting up workstations, and applying security patches, the items listed below are technical functions associated with maintaining a high-functioning Treasurer’s Office.

Support Type	Ticket Count
Access/Security	207
Backup/Restore	7
Daily Operations	254
Data Sales	13
Desktop Support	37
Email	42
Hardware	154
Infrastructure/System Support	79
Misc. Operations/Production	7
Operations/Production Request/IT Budget	8
Production Request/Incident Management	72
Security Audit	4
Software Install/Support	209
Telecommunications	4
<b>Total</b>	<b>1,097</b>

## Looking Ahead

Information Services has several initiatives planned for the coming year. We are excited about the technology and innovation coming into the Treasurer's Office to support the community:

- The property tax software will continue in development.
- The current incident management tool will be replaced with a solution allowing data analysis, dashboarding, and self-service as an ongoing initiative.
- Agency Web, the online portal used by school districts and agencies, is in redevelopment as part of the property tax project, providing agencies with access to interact with their accounts.
- Payment services replacement and expansion will give the residents of Maricopa County various payment options.
- Social media use will provide an additional communication channel for the Treasurer and Maricopa County residents.
- Multilingual site translation capability is being developed for the applications the public uses to conduct business with the Treasurer's Office.
- eGov is the new community website for the residents of Maricopa County to find information and news, and conduct business with the Treasurer's Office.
- QR code capability will provide residents the ability to scan QR codes to access information and for special capabilities and communications including locating and viewing property tax bills and other relevant information.
- Technology skills will continue to be refined and developed to keep up with the changing technology landscape.

Technology is rapidly evolving, and the Information Services unit continues to innovate and maintain a forward-looking posture to stay out in front of technology needs supporting the community. Planned technology changes and continuous process improvement initiatives will move the Treasurer's Office into the 21<sup>st</sup> century and position the Treasurer's Office to support continued growth in Maricopa County.



# STAR Call Center

## Accomplishments

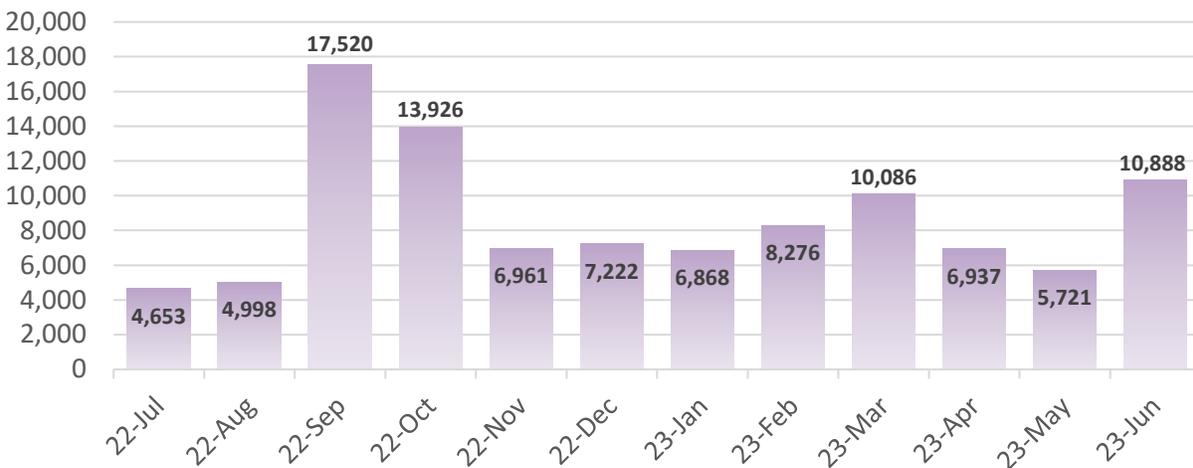
The STAR Call Center is a separate County department that fields phone calls and answers constituent questions on behalf of the Assessor's Office, Recorder's Office, and Treasurer's Office. Treasurer's Office staff work closely with the STAR Call Center to ensure taxpayers' questions are answered and that taxpayers receive excellent customer service. Below are some of the STAR Call Center's accomplishments from the previous fiscal year:

- Implemented a customer relationship management system to better understand and improve the customer experience.
- Hired additional phone representatives to reduce wait times.
- Added a third supervisor to bring the supervisor-to-representative ratio to industry standards and improve the employee experience.

## Call Volume Data

In Fiscal Year 2023, the STAR Call Center handled 104,056 calls for the Treasurer's Office. September and October saw the highest call volume for Treasurer's Office inquiries. Tax bills and information statements are mailed out in September, and first half property tax payments become delinquent after November 1. There is also a high call volume in June, as this is when delinquency notices are sent out.

Treasurer's Office Fiscal Year 2023 Total Calls Offered



## Looking Ahead

The STAR Call Center will continue to develop in fiscal year 2024. The department will be able to generate more sophisticated call data reports from its new customer relationship management system, which will assist with management decisions. Additionally, the STAR Call Center will be moving to a new facility. We are proud to work with the STAR Call Center and look forward to serving you!

## Conclusion

The Maricopa County Treasurer's Office made significant progress in fiscal year 2023. Organizational changes led to a less top-heavy structure. Staff were cross-trained to cover additional duties. Silos between the units were reduced. Overall, this has led to a more collaborative working environment for the whole office.

Going forward, our property tax and accounting system upgrades will provide operational efficiencies. We will be launching a new version of the Treasurer's Office's website, which will be more user-friendly. All of these changes allow us to better serve you, the taxpayer. We look forward to the continued growth that the new fiscal year will bring!

