

BOARD OF COMMISSIONERS OF UTAH COUNTY, UTAH
Public Budget Work Session Minutes– Clerk/Auditor’s Office
October 6, 2020
1 | Page



PUBLIC NOTICE IS HEREBY GIVEN THAT THE

BOARD OF COMMISSIONERS OF UTAH COUNTY, UTAH

WILL HOLD A PUBLIC WORK SESSION
IN THE COMMISSION CHAMBERS – ROOM 1400
OF THE UTAH COUNTY ADMINISTRATION BUILDING
100 East Center Street, Provo, Utah
October 6, 2020 – 9:00 A.M.

Members may participate electronically at will, with the anchor location as stated above.

In accordance with the Orange level guidelines instituted by the State Department of Health in the City of Provo, members of the public are strongly encouraged to participate electronically. Physical attendance will be limited to 20 people (including staff) at the anchor location. Once the room has reached capacity the doors will be locked and additional attendees will be invited to participate online. All individuals in attendance must comply with Provo City Code 9.25 requiring face coverings in indoor spaces where social distancing is not possible with certain exemptions.

*The public may participate electronically by joining via zoom at the following link:
<https://zoom.us/j/9938818466> or calling (346) 248-7799 or (669) 900-6833, meeting ID: 9938818466.
Comments will be limited to three (3) minutes per individual unless otherwise approved by the Board.
Please state your name at the beginning of the comment. Please no foul or abusive language.*

If a member of the public is unable to provide comment electronically then they may contact the commission clerk to submit written comments for the record by emailing commissionclerk@utahcounty.gov or by calling 801-851-8111

~WORK SESSION MINUTES~

*Commissioner Ainge (Chair) and Commissioner Lee in Attendance
Commissioner Ivie via teleconference*

(Meeting Began: 2:14 pm)

WORK SESSION

1. WORK SESSION RELATED TO THE 2021 UTAH COUNTY BUDGET

CLERK/AUDITOR DEPARTMENT

**AMELIA POWERS GARDNER, UTAH COUNTY CLERK AUDITOR – COMMISSIONERS,
TODAY I’M GOING TO PRESENT TO YOU A 2020 ANNUAL REPORT YEAR TO DATE.
OBVIOUSLY WE’RE NOT COMPLETELY THROUGH THE YEAR, BUT I’LL GIVE YOU AN
UPDATE ON WHAT WE HAVE AND WHAT WE FORECASTED BETWEEN NOW AND THE**

END OF THE YEAR, AS WELL AS A PREVIEW OF WHAT OUR GOALS AND KEY PERFORMANCE INDICATORS WILL BE FOR THE 2021 YEAR.

Seamless Public Service

The **business** of the Utah County Clerk/Auditor


2020 ANNUAL REPORT



OUR MISSION:
 “Helping Utah County residents by providing seamless service.”



Vision & Mission



PURPOSE DRIVEN DEPARTMENT:
 “Helping Utah County residents by providing seamless service.”
 Driving a customer service oriented culture in all that we do. The public are our external customers and county departments are our internal customers. The better, and more convenient, our services, the better others can perform and pursue their priorities.

COMPONENT UNITS:

- Admin & Clerk Services – 7 FT, 4 PT
- Elections – 8 FT, 13-17 PT
- Tax Administration – 3 FT
- Records Management – 4 FT
- Finance, Acct. & Budget – 6 FT, 1 PT
- Purchasing – 2 FT
- Internal Audit – 3 FT
- COVID Admin – 4 FT, 1 PT
- TOTAL – 37 FT, –20 PT

Division Missions

Mission focus is critical to our success

<p>Finance “Become a team relied upon for consistently producing high-quality and timely results.”</p> <p>Internal Audit “We add value and improve the county’s operations through helpful and reliable audit work.”</p>	<p>Elections “Providing efficient, accurate & secure elections by serving the citizens of all political affiliations in a professional & welcoming environment.”</p> <p>Tax Admin & Public Services “Providing residents access to the services they need through innovative solutions and a kind, efficient & thorough customer service experience.”</p>	<p>Records “Preserving and retaining the records of the county through accurate and excellent service.”</p> <p>Purchasing “Enabling County Departments to achieve their goals through innovative solutions and exceptional support.”</p>
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AS I APPROACH WORK EVERY DAY AND AS I WORK WITH MY STAFF, WE HAVE A PROCESS THAT WE WANT TO APPROACH OUR WORK WITH. WE HAVE CERTAIN PRINCIPLES:


How we work

Our values & philosophy guide everything we do

PRINCIPLES:

- Training & development** – Investing in our team’s abilities has netted success
- Customer service** – In 2020 we set a goal for everyone to read “How to win friends and influence people”
- Innovation** – We don’t accept the status quo on the sake of tradition
- Problem solving** – We prioritize asking “why?” to better understand problems
- Efficiency** – We seek constant improvement through iterative improvement (ie: “The Toyota Way”)

Decision-Making Hierarchy



“innovation distinguishes between a leader and a follower” –Steve Jobs

County Auditor – Finance, Purchasing & Internal Audit

- **Finance:** “Become a team relied upon for consistently producing high-quality and timely results.”
 - Challenge: capacity & efficiency, well behind peer counties in staffing
 - Solution: staffing changes, technology, process review
- **Purchasing:** “Enabling County Departments to achieve their goals through innovative solutions and exceptional support.”
 - Challenge: capacity & process
 - Solution: staffing changes, policy/process updates, new tools
- **Audit:** “We add value and improve the county’s operations through helpful and reliable audit work.”
 - Challenge: certifications & process
 - Solution: training, new audit report template, new audit process

▶ Auditor: 2020 Outcomes

<p>Finance Bandwidth <i>Increase business intelligence for departments and increase efficiency of budget process.</i></p> <p>Audit Capacity <i>Increase audit output by reviewing each department every 2 years.</i></p>	<p>Expertise & Compliance <i>Improve expertise of internal audit team through training & certifications. Improve compliance with the best practices through auditing.</i></p> <p>Digitization <i>Streamline many functions & move processes to digital or online applications.</i></p>	<p>Efficiency <i>Help departments find cost savings & efficiency improvements through auditing.</i></p> <p>Responsiveness <i>Increase speed of service to departments & deliver on proactive financial projects to demonstrate excellence against national peers.</i></p>
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▶ 2020 Finance Successes

Increasing finance capacity; digitization; business intelligence, efficiency & responsiveness

Budget - Onboarded new budget manager; obtained new software *Qwestica*; implemented paperless transfer system; improved annual process

Accounting - New staff accountant expedites month-end close; will implement paperless AP by year-end; working toward credit card receivables and online payments with new merchant account.

Business Intelligence - New tool "OpenBook" (part of *Qwestica*) will track metrics with dashboard-based data visualizations for county leaders

Digitization - Streamlined many processes and moved others to digital processes; increased ACH processes for AP achieving 63% of payments electronically. Will further increase this as well as increase P-card rebates in 2021 through new P-card vendor (RFP pending). Reduced manual processes for AP to facilitate work at home for accounting staff.

Responsiveness - Implementing new system "Gravity" to automate year-end finance statements which will yield both Comprehensive Annual Financial Report (CAFR) and Popular Annual Financial Report (PAFR) for potential national recognition; creating annual budget book & budget in brief; began county finance council meetings to improve cross-department collaboration and implement uniform countywide accounting policies & procedures; initiated a COVID response finance team to manage CARES Act funding across the county.

COMMISSIONER LEE – IS THERE A PUBLIC-FACING PART OF THIS?

AMELIA POWERS GARDNER – ABSOLUTELY. WE WILL BE UPDATING IT ON OUR WEBSITE. THE FIRST START OF THIS INTEGRATION IS INTEGRATING AND DOWNLOADING OUR DATA FROM THIS YEAR INTO THE SYSTEM AND THEN WE’LL ADD THE DATA FOR NEXT YEAR ONCE WE HAVE THOSE DASHBOARDS BUILT. THEN WE WILL BE UPLOADING SOME OF THAT INFORMATION ONTO THE WEBSITE FOR PUBLIC ACCESS.

EVERYTHING THAT WE IMPLEMENT, I WANT IT TO BE EASY FOR US IN THE COUNTY, BUT I ALSO WANT TO INCREASE TRANSPARENCY TO THE PUBLIC AS MUCH AS POSSIBLE.

▶ 2020 Purchasing Successes

Increasing capacity; digitization; efficiency & responsiveness

Department Communication - Began a training program for departments for purchasing systems and processes; began a regular newsletter to update departments on news and items of interest for department finance personnel involved in purchasing.

Fixed Asset Tracking - Despite inheriting a significant delay in fixed asset reconciliation and tracking (1+ yr behind), new staff hires increased bandwidth and has caught up to current day and provides regular and proactive reconciliation and tracking activities.

PO Approval - New staff has increased bandwidth and has significantly sped up approval of PO’s.

Efficiency - Policy updates and systematic programming improvements have streamlined processes and reduced redundancy to increase speed of approval and ensure more timely payment for vendors.

▶ 2020 Internal Audit Success

Increasing capacity; expertise; compliance with internal controls; efficiency

Capacity - Increase audit output by reviewing each department every 2 years; a tentative schedule was created for audit rotations; due to a lack of historical audits, it will require significant in-depth audits of each department before a 2-year rotation schedule can be adopted.

Expertise - Improve expertise of internal audit team through training and certifications; all internal auditors have begun the Certified Internal Audit courses in preparation for testing in 2021.

Compliance & Internal Controls - Improve compliance with the best practices through auditing; controls and processes have been reviewed in compliance audits throughout the year.

Efficiency - Help departments find cost savings and efficiency improvements through auditing; approximately 1/3 of audit time has been spent on finding and correcting errors costing the county time and resources.

Audits Completed This Year - Public Defender; Motor Pool; Sheriff’s Office (Contract)


Audits in Process - Sheriff’s Office (Patrol, Housing, Booking, Kitchen, Industries, Evidence, Asset/Property Inventory, Judicial)

\$ 526,124
2020 Auditor budgeted (41410)

\$ 185,244
2020 YTD Actual

50.2%

Unfilled positions & more affordable software has contributed to falling under spend limit.



▶ Auditor: 2021 Outcomes

<p>Finance Bandwidth <i>Continue to implement staffing plan changes to increase bandwidth of services to the county.</i></p> <p>Audit Tasks <i>Increase audit tasks through random testing of internal controls.</i></p>	<p>Cost Accounting of Services <i>Implement an internal service model for administrative services provided by support departments to operational de</i></p> <p>Digitization <i>Continue to streamline many functions & move processes to digital or online applications.</i></p>	<p>Efficiency <i>Help departments find cost savings & efficiency improvements through auditing & P-card RFP.</i></p> <p>Responsiveness <i>Increase speed of service to departments & deliver on proactive financial projects to demonstrate excellence against national peers.</i></p>
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Utah County Elections Division

“Providing efficient, accurate & secure elections by serving the citizens of all political affiliations in a professional & welcoming environment.”

- Challenge: long wait times in 2018 and delayed result reporting
- Solution: complete systems & equipment redesign, staffing changes, process review
- Challenge: non-compliance with statutorily required voter information mailings
- Solution: commission granted resources sufficient to ensure compliant and consistent mailings
- Challenge: lack of consistent voter list maintenance leading to high levels of undeliverable ballots and more need for same-day voting
- Solution: consistent focus on voter list accuracy and updates through more temporary data-entry support staff

Elections: 2020 Outcomes

Compliance <i>Adhere to all state and federal mandates for election operations.</i>	Election Security <i>Reduce risk of fraud/error through continuous review/update of processes and procedures.</i> <i>Reduce risk of fraud and cost of elections through data management.</i>	Wait Times <i>Reduce wait times at peak to less than 45 minutes (from 6 hours).</i>
Results <i>Release results immediately as polls close with all votes in possession by office.</i>	Efficiency <i>Utilize limited space to optimize ballot flow and processing.</i> <i>Reduce need for and use of temporary workers to process elections.</i>	Process <i>Minimize time to process each ballot ("ballot processing").</i>

2020 Election Successes

Compliance; improving efficiency; infrastructure updates; increased voter satisfaction

Compliance - Adhere to all state & federal mandates for elections operations; created comprehensive project plan with all applicable mandates and deadlines; successfully navigated a complex and dynamic labyrinth of evolving regulations; reduce fraud/error through continuous review/update of processes & procedures; audited by the National Cybersecurity Center.

Improved efficiencies - Reduced fraud risk and improved cost efficiencies through data management; NCOA list frequently utilized to "clean-up" voter lists; returned to sender mail less than the industry standard of 5% (2.67% during primary election); process voter registration in a timely manner (2019: ~22k voter registrations; 2020: ~132,262 voter registrations); Agilis can process up to 18k ballots per hour (compared to 6k processed per hour in 2018); cross-trained permanent staff on ballot processing equipment and procedures (reduce temp needs).

Infrastructure updates - Optimized ballot flow and processing from 2019 with expanded ballot center (allowing all ballots to stay in ballot center); added two new OPEX machines to expedite ballot extraction.

Increased voter satisfaction - Reduced wait times (from 6 hours to 45 minutes at peak, but as quickly as 5 minutes).

Reporting - Streamlined many processes; results released immediately as polls close (leader in the state by % of votes released on election day; 84.44% of votes cast were tabulated and released publicly by the end of the June primary election compared to less than 50% released on election night in 2018).

2020 Election Successes

Compliance; improving efficiency; infrastructure updates; increased voter satisfaction

Unique Challenges - Our office adapted to HB3006 election amendments to adhere to COVID precautions and safety measures. These changes for the June primary challenged us to find solutions to no in-person voting and securing PPE supplies. Ultimately, we were able to identify drive-thru ballot pick-up locations and worked closely with the County Emergency Operations Center, Sheriff's Office, Health Department, local emergency services, numerous police departments, the County Attorney's Office, and more to effectively plan for this novel situation. We increased voter outreach and voter education, which increased vote-by-mail adoption and drop-box utilization (drop boxes yield postage savings). In-person voting was drastically reduced (10.21% votes cast in-person for the 2018 General; 1.84% votes cast in-person in 2020 Primary), which also yields significant cost savings.

Spike in Petitions - This year the office has received over 24 individual petitions of various sorts (candidate nominations & voter initiated efforts) totalling over 1,000 pages of signatures with over 80,000 signatures. This represents a total labor effort of over 2,400 staff hours at a cost of over \$80,000. Increases in petition activity represents a significant cost driver for future operational years.

\$ 2,715,786
 2020 Elections budgeted (41700)

\$ 1,676,744
 2020 YTD Actual

61.7%

Right on target. General election operating costs will spike until election day.

JOSH DANIELS, DEPUTY CLERK/AUDITOR – OVER THE LAST TWO YEARS WE HAVE SPENT ABOUT \$2 MILLION IN EQUIPMENT ACQUISITION THAT HAS COME FROM THE STATE AND FEDERAL GOVERNMENT. HAD IT NOT BEEN FOR THE STATE AND FEDERAL GOVERNMENT AND THE GRANTS THAT THEY’VE PROVIDED FOR ELECTION EQUIPMENT, WE WOULD NOT BE IN THE PLACE WE ARE TODAY.

COMMISSIONER AINGE – THAT’S IN ADDITION TO THE \$2.7 BUDGETED?

JOSH DANIELS – YES. THE \$2.7 MILLION IS OPERATIONAL EXPENSES OF STAFF, BALLOT MAILINGS, POSTAGE, PRINTING – DAY TO DAY OPERATION OF AN ELECTION.

AMELIA POWERS GARDNER – THERE’S A COUPLE OF THINGS THAT WE HAVE TO CONSIDER WHEN WE LOOK AT THAT. WE’RE AT THE BEQUEST OF THESE OTHER ENTITIES, WHETHER IT BE THE FEDERAL GOVERNMENT, THE STATE GOVERNMENT AND SOMETIMES PRIVATE ENTITIES THAT WE’VE RECEIVE GRANTS FROM. IF THAT MONEY WERE TO NOT BE AVAILABLE TOMORROW, THEN WE WOULD NOT BE ABLE

TO FUNCTION AS AN ELECTION DIVISION. THAT'S ONE BIG THING TO KEEP IN MIND. WE ARE CURRENTLY RELYING ON OTHER ENTITIES TO FUND A JOB THAT IS OUR RESPONSIBILITY TO DO AND THAT MONEY COULD DRY UP TOMORROW. I THINK IT'S INCREDIBLY IMPORTANT AS WE START LOOKING AT A CAPITAL IMPROVEMENT PLAN THAT WE RECOGNIZE THAT ELECTION EQUIPMENT NEEDS TO BE PLANNED FOR IN THAT. IF THOSE GRANTS ARE NOT AVAILABLE, WE WOULD HAVE NO WAY TO PURCHASE THOSE THINGS. BUT BEYOND THE FISCAL RESPONSIBILITY AND THE FISCAL PRUDENCE OF FUNDING OUR OWN ELECTIONS AND NOT KNOWING IF THE MONEY IS THERE, IN 10 YEARS WHEN IT'S TIME TO REPLACE THIS EQUIPMENT, WE DON'T KNOW IF THAT MONEY IS GOING TO BE THERE.

I RECENTLY HAD A CHAT WITH US SENATOR MIKE LEE. ONE OF THE THINGS WE TALKED ABOUT IS HB1 WHICH IS A FEDERAL BILL THAT THE DEMOCRATS ARE CURRENTLY TRYING TO PASS. ONE OF THE THINGS IN HB1, YOU'VE PROBABLY SEEN IT IN THE CARES ACT FUNDING AND A LOT OF THE SUBSEQUENT FUNDING FOR COVID THAT THE FEDERAL GOVERNMENT IS TRYING TO DO - THEY'RE TRYING TO PUT \$4 BILLION INTO ELECTIONS. SENATOR LEE SAID ONE OF THE THINGS THAT CONCERNS HIM ABOUT THAT IS IF WE ALLOW THE FEDERAL GOVERNMENT TO FUND OUR ELECTIONS, THEN WE'RE BEHOLDEN TO THEM FOR HOW WE RUN OUR ELECTIONS. A PERFECT EXAMPLE IS OUR ELECTION EQUIPMENT THAT WE CURRENTLY HAVE. WHILE I FULLY SUPPORT OUR CURRENT ELECTION VENDOR, THE STATE MONEY WAS ONLY AVAILABLE TO US IF WE CHOSE THE VENDOR THEY WANTED US TO. CONVENIENTLY I HAPPENED TO CHOOSE THAT VENDOR, LIKE THAT VENDOR AND WE HAVE A LOT OF TRUST IN THEM. HOWEVER, IF THE MONEY HAD ONLY BEEN AVAILABLE BY PICKING A VENDOR THAT I DIDN'T TRUST, WE WOULDN'T HAVE HAD A CHOICE BECAUSE WE AS A COUNTY, DON'T HAVE THE MONEY TO BUY OUR OWN EQUIPMENT. WHEN I WAS SPEAKING TO SENATOR LEE, ONE OF THE THINGS HE TALKED ABOUT IS THE FIRST THING THAT HAPPENS WHEN WE LOSE CONTROL OF A PROCESS, IS WHEN WE ALLOW FUNDING FROM OUTSIDE SOURCES TO COME IN. SO, IF THE FEDERAL GOVERNMENT FUNDS OUR ELECTIONS, WE LOSE CONTROL OF THEM.

ONE OF THE THINGS THAT BRINGS ELECTION SECURITY TO THE UNITED STATES IS THE FACT THAT ELECTIONS ARE RUN BY 10,000 INDEPENDENT ELECTION AGENCIES, WHETHER THAT'S COUNTY CLERKS, CITY RECORDERS OR BOARDS OF ELECTION. HAVING 10,000 PEOPLE IN CHARGE OF ELECTIONS AND HAVING 10,000 PEOPLE DO IT DIFFERENTLY, MEANS FOREIGN ACTORS OR DOMESTIC ACTORS DON'T HAVE TO JUST HACK ONE THING. THEY HAVE TO AFFECT 10,000 TO REALLY AFFECT THE OUTCOME. SO, AS WE MOVE FORWARD AND WE LOOK AT THESE PLANS, I WANT YOU TO RECOGNIZE THAT I.

THE LAST TIME UTAH COUNTY ELECTIONS BOUGHT EQUIPMENT WAS IN 2003 AND UTAH COUNTY DIDN'T PAY FOR THAT EQUIPMENT EITHER. THE LAST TIME UTAH COUNTY PURCHASED ELECTIONS EQUIPMENT, IT WAS A PUNCH CARD.

COMMISSIONER AINGE – I THINK ONE OF THE REASONS WHY WE DO THESE MEETINGS IS TO SHOW THE RESOURCES THAT WERE ALLOCATED TO YOUR DEPARTMENT ACTUALLY ACHIEVED WHAT SAID YOU WERE GOING TO DO. I JUST APPRECIATE THIS PROCESS. I THINK EVERY CITIZEN, THE COMMISSION AND ALL OF THOSE INVOLVED IN THE PROCESS WOULD HAVE MADE THIS DECISION IF THEY

KNEW THAT WE WOULD ACTUALLY GET THESE OUTCOMES IN OUR ELECTIONS. YOU GUYS DELIVERED ON THAT, SO I THINK IT WAS MONEY WELL SPENT.

AMELIA POWERS GARDNER - DID WE HAVE THE RESOURCES FROM THE COUNTY TO BE ABLE TO MEET OUR GOALS? NO, WE DID NOT. BUT I HAVE AN INCREDIBLY RESOURCEFUL STAFF WHO WERE ABLE TO GET MONEY FROM NOT ONLY THE STATE AND FEDERAL GOVERNMENT AND GET GRANTS THAT OTHER COUNTIES DIDN'T GET, BUT WE ALSO WERE ABLE TO REACH OUT TO PRIVATE ENTITIES AND QUALIFY FOR ADDITIONAL GRANTS BEYOND THAT AND IT'S THE RESOURCEFULNESS OF OUR STAFF THAT SHOWS THE SUCCESS.

JOSH DANIELS – THE RESOURCES THE COMMISSION GAVE US LAST YEAR WERE CRITICAL IN HELPING US TO GET THE RIGHT STAFF AND TO HAVE THE RIGHT STAFFING LEVEL WHICH IMPROVED A LOT OF OUR OPERATIONAL TARGETS. ONE OF THE THINGS THAT WE HAVE DONE THIS YEAR AND LAST YEAR, MORE THAN THE COUNTY HAS EVER DONE BEFORE, IS ONGOING VOTER LIST MAINTENANCE – MAKING SURE THE VOTER LISTS ARE UPDATED, REFLECTING CHANGE OF ADDRESS SITUATIONS THAT TAKE PLACE, DEATHS, ETC. SO THAT WE'RE NOT SENDING BALLOTS THAT AREN'T THERE OR WHO HAVE MOVED. THAT IS A BIG WASTE OF MONEY.

ANOTHER MAJOR INVESTMENT THAT THE COMMISSION MADE THAT HAS MADE A HUGE DIFFERENCE IS ALLOCATING SPACE IN THE BUILDING FOR A BALLOT PROCESSING CENTER. DURING THE LAST CYCLE OF MAJOR ELECTIONS IN 2018 WHEN WE WERE DOING VOTE BY MAIL FOR THE FIRST TIME ON A REAL UNIVERSAL BASIS IN A GENERAL ELECTION, THERE WAS NO SUCH SPACE AVAILABLE SO THERE WAS A COMBINATION OF SPACES BEING USED TEMPORARILY AND BALLOTS WERE MOVING BACK AND FORTH. IT JUST CREATED A LOT OF OPERATIONAL CHALLENGES. WE NOW HAVE A DEDICATED SPACE WITH SECURITY SUCH AS DOUBLE LOCKS ON THE DOORS, SECURITY CAMERAS, TRANSPARENCY FOR THE PUBLIC TO WATCH THE PROCESS, ETC. THAT'S BEEN A CRITICAL INVESTMENT AND WE REALLY ARE GRACIOUS THE COUNTY TO FACILITATE THAT. IT HAS REALLY IMPROVED OUR ABILITY TO PROVIDE AN EXCELLENT ELECTION EXPERIENCE.

AMELIA POWERS GARDNER - WE RECENT HAD 2 AUDITS FROM THE DEPARTMENT OF HOMELAND SECURITY; ONE WAS A CYBER SECURITY AUDIT AND THE OTHER WAS A PHYSICAL SECURITY AUDIT. ONE OF THE THINGS THAT THE DEPARTMENT OF HOMELAND SECURITY HIGHLIGHTED AS SOMETHING WE'RE DOING RIGHT IS THE FACT THAT WHEN WE BRING IN BALLOTS, THEY COME INTO ONE SECURE ROOM IN THE COUNTY AND THEY STAY IN THAT ROOM UNTIL AFTER THE ELECTION IS FINAL AND CANVASSED. THEN THEY ARE SENT TO ARCHIVES. THE ONLY REASON THAT'S POSSIBLE IS BECAUSE OF THE SPACE THE COMMISSION ALLOCATED TO US. IT NOT ONLY CREATED IMMENSE EFFICIENCY BUT MORE SECURITY.

THE OTHER RESOURCE THAT YOU AS THE COMMISSION GAVE US THAT WE WERE ABLE TO CAPITALIZE ON IS YOU APPROVED A POSITION CALLED THE VOTER OUTREACH COORDINATOR. THIS POSITION ALLOWED US TO BE ABLE TO HAVE SOMEONE ON STAFF WHO COULD LOOK FOR, INVESTIGATE AND APPLY FOR GRANTS. AS AN EXAMPLE: WE HAVE ONE GRANT FROM THE CENTER FOR TECHNOLOGY THAT WE JUST RECEIVED, AND IT IS A \$240,000 GRANT. THAT'S ONLY ONE OF SEVERAL

GRANTS THAT THEY WERE ABLE TO APPLY FOR. SOME OF THOSE GRANTS ARE DOLLAR GRANTS AND SOME ARE IN-KIND GRANTS. FOR EXAMPLE, WE RECEIVED A SCANNER FROM EPSON. WE DID A MARKETING PROGRAM WITH EPSON THAT GAVE US THE ABILITY TO INCREASE OUR CAPACITY THROUGH HAVING A SUPERIOR SCANNER THAT WE DID NOT HAVE TO PURCHASE. THE VOTER OUTREACH COORDINATOR THAT YOU APPROVED IN OUR STAFFING PLAN HAS REALLY OPENED OUR CAPACITY ABILITY TO LOOK FOR AND APPLY FOR THESE FUNDING OPPORTUNITIES

COMMISSIONER LEE – THE VOTING PROCESS IN OUR FORM OF GOVERNMENT IS THE BEDROCK FOUNDATIONAL PIECE. IF WE HAVE CHAOS INSIDE THAT, WE'RE GOING TO HAVE LACK OF CONFIDENCE ACROSS THE COUNTRY WHICH IS ALWAYS A FEAR AND WORRY.

THERE WAS A TRANSITIONAL POINT. BECAUSE WHEN I FIRST CAME INTO OFFICE, WE WEREN'T DOING MAIL IN BALLOTS. WE WERE DOING THE TRADITIONAL VOTING LOCATIONS AND THERE WAS SUBSTANTIAL THOUGHT INTO PURCHASING PRODUCT FOR THE POLLING LOCATIONS WHICH BECAME OBSOLETE. WE THOUGHT WE HAD THOSE FOR 10 YEARS TO COME BUT THAT EQUIPMENT REALLY RAN OUT QUICK DUE TO THIS SHIFT WHICH DOES COSTS MONEY AND THERE WERE SOME GRANTS AVAILABLE LUCKILY. NEVERTHELESS, WE MOVED TO THE VOTE BY MAIL AND IT DOES COST MORE. WE CANNOT ALLOW THIS PROCESS TO BE HIJACKED BY EVEN THE STATE OR FEDERAL GOVERNMENT IN THE SENSE OF HOW IT SHOULD FUNCTION. WE MAY NEED A LITTLE BIT OF HELP HERE AND THERE, BUT THE PROCESS MUST BE TO ALLOW YOUR OFFICE AND YOUR STAFF TO RUN THE ELECTION PROCESS WITHOUT INTERFERENCE OR WITHOUT SOMEONE LOOKING OVER YOUR SHOULDER SAYING THIS IS HOW WE WANT IT DONE.

AMELIA POWERS GARDNER – THIS GRANT WAS GREAT BECAUSE IT ALLOWED FOR ME TO BUY FROM THE VENDOR THAT I TRUSTED ANYWAY. I DON'T WANT TO APPLY AND USE A GRANT IF IT TIES MY HANDS IN A WAY THAT I DON'T FEEL COMFORTABLE.

IF WE PREPARE AS A COUNTY FOR US TO BE ABLE TO HAVE AUTONOMY, THEN WHEN WE FIND GRANTS, THAT'S FANTASIST. WE ARE UNDER RESOURCED AS A COUNTY ANYWAY. WE CAN ALWAYS UTILIZE THOSE RESOURCES IN A GOOD AND JUDICIOUS MANNER.

JOSH DANIELS – AN IMPORTANT FOOTNOTE TO THE HISTORICAL RECORD THAT YOU'RE POINTING OUT ABOUT THE LAST ELECTION SYSTEM – THE TOUCH SCREEN VOTING MACHINES THAT WE USED AS THE LAST GENERATION OF ELECTIONS FOR THE COUNTY AND FOR THE STATE, WAS DECERTIFIED BY A NUMBER OF JURISDICTIONS. THE ELECTION ASSISTANCE COMMISSION, AN ADVISORY BOARD SET UP BY THE FEDERAL GOVERNMENT TO AID STATES IN INCORPORATING BEST PRACTICES, THEY ALSO DECERTIFIED THAT SYSTEM. LARGELY BECAUSE IT DIDN'T PRODUCE A PAPER RECORD. OUR STATE WENT THROUGH A RETROFIT WHERE WE ADDED PRINTERS SO THAT IT WOULD CREATE A PAPER RECORD. THE PROBLEM IS THAT THE SYSTEM WAS BEING UNSUPPORTED BY THE EXISTING VENDORS BECAUSE IT WAS DECERTIFIED IN SO MANY STATES. THE STATE OF UTAH HAD TO LOOK AT A DIFFERENT SYSTEM.

WHEN WE WORKED WITH THE VENDOR TO IDENTIFY THE COST DIFFERENTIAL BETWEEN THEIR VOTE BY MAIL SYSTEMS AND IF WE DID A VOTE IN PERSON SYSTEM, THE COST OF THE VOTE IN PERSON SYSTEM WOULD HAVE BEEN 4-5 TIMES THE INITIAL COST OF THE VOTE BY MAIL SYSTEM.

AMELIA POWERS GARDNER - AND THIS WAS JUST FOR THE EQUIPMENT. WE WOULD HAVE ALSO HAD TO HAVE 30 TIMES THE NUMBER OF POLLING LOCATIONS WHICH MEANS 30 TIMES MORE POLL WORKERS.

JOSH DANIELS – WE TOURED FOUR COUNTIES IN CALIFORNIA TO SEE HOW THEY DO THINGS. WE ASKED ABOUT THEIR TOTAL ELECTIONS BUDGETS, THEIR TOTAL REGISTERED VOTERS AND HOW MUCH THEY SPEND PER VOTER.

IN OUR COUNTY WE SPEND IN THE NEIGHBORHOOD OF \$4-7 PER REGISTERED VOTER EACH YEAR IN ELECTIONS. SAN FRANCISCO COUNTY SPENDS \$29 PER REGISTERED VOTER. THE OTHER COUNTIES IN CALIFORNIA THAT WE VISITED SPEND ANYWHERE FROM \$17-29.

Elections: 2021 Outcomes

<p>Compliance</p> <p><i>Adhere to all state and federal mandates for election operations.</i></p>	<p>Election Security</p> <p><i>Reduce risk of fraud/error through continuous review/update of processes and procedures.</i></p> <p><i>Reduce risk of fraud and cost of elections through data management.</i></p>	<p>Wait Times</p> <p><i>Reduce wait times at peak to less than 30 minutes (from 6 hours in 2018).</i></p>
<p>Results & Process</p> <p><i>Continue to release results immediately as polls close with all votes in possession by office.</i></p> <p><i>Decrease undeliverable ballots by maintaining an updated voter database.</i></p>	<p>Efficiency</p> <p><i>Utilize limited space to optimize ballot flow and processing.</i></p> <p><i>Continue to increase drop box utilization to decrease cost of postage.</i></p>	<p>Total Additional Budget Requested: \$407,856</p> <p><i>Decennial redistricting costs. Voter Outreach Coordinator - change funding source, Deputy Clerk - staffing plan.</i></p>

AMELIA POWERS GARDNER - WHEN WE LOOK AT THE ‘TOTAL ADDITIONAL BUDGET REQUESTED’ – THOSE ARE THINGS WE’RE TRYING TO ADD TO OUR BUDGET. HOWEVER, OUR TOTAL DRAW ON THE GENERAL FUND WILL BE LOWER. WE WILL BE CHARGING CITIES ROUGHLY \$898,000 BECAUSE 2021 IS A MUNICIPAL ELECTION YEAR AND THE CITIES ARE RESPONSIBLE FOR THOSE, BUT THEY TYPICALLY CONTRACT WITH US TO RUN THOSE ELECTIONS. EVEN THOUGH WE HAVE AN ADDITIONAL ASK TO OUR BUDGET, WE WILL BE BRINING IN ROUGHLY \$900,000 IN REVENUE, SO OUR DRAW ON THE GENERAL FUND WILL BE LOWER.

Tax Administration

- **“Providing residents access to the services they need through innovative solutions and a kind, efficient & thorough customer service experience.”**
 - Challenge: increasing demand for services with limited space & resources
 - Solution: better use of county facilities, expansion of hours, moving services online to automated digital platforms, increasing part-time customer service staff.

Tax Admin: 2020 Outcomes

<p>Digitization</p> <p><i>Move tax relief application process online to increase speed & accuracy of processing & provide a more convenient customer experience for abatement and exemption applicants.</i></p>	<p>Customer Convenience</p> <p><i>Serve the public during some weeknight and weekend hours.</i></p>	<p>Efficiency</p> <p><i>Implement an online tax sale and provide digital property valuation notices.</i></p>
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2020 Tax Admin Successes

Increasing customer satisfaction; digitization; efficiency

Digitization - Implementing an online abatement & exemption application process through a partnership with Sales Force - system going live by year-end; now offering online valuation appeal hearings through zoom.

Customer convenience - Office hours have been extended to 7:30 PM each business day, making Utah County the ONLY government office in the state that is able to serve customers that late in the day. Saturday hours to be implemented by end of year. This has increased office utilization, decreased clustering in the office during business hours.

Efficiency - Increased efficiency from digitization allows us to serve more constituents; we have begun

COMMISSIONER LEE – OBVIOUSLY THE EXTENDED HOURS HAS SOME COSTS TO IT. DOING THAT WAS BASED ON THE ASSUMPTION THAT THERE’S THIS DEMAND OF THOSE THAT CAN ONLY ACCESS COUNTY GOVERNMENT AFTER WORK. IT IS A LITTLE BIT MORE EXPENSIVE, BUT HAVE YOU NOTICED UTILIZATION OF THOSE HOURS OR RESIDENT FEEDBACK ON THIS?

AMELIA POWERS GARDNER – WE OFFER MORE THAN JUST THE TAX PAYMENT SERVICES IN THE EVENING. WE’VE TAKEN THAT SECOND SHIFT STAFF AND HAVE TRAINED THEM IN TAX ABATEMENTS, MARRIAGE LICENSES AND PASSPORTS. WE HAVE FOUND THAT THE COST OF HAVING THEM BE THERE TO SERVE CITIZENS LATER IS OFFSET THROUGH ALL THE SERVICES THAT WE ARE OFFERING. THE FEEDBACK WE HAVE RECEIVED IS THAT THEY ARE MORE THAN GRATEFUL THAT THEY DON’T HAVE TO TAKE TIME OFF WORK TO DO THESE THINGS.

\$ 500,380
2020 Tax Admin budgeted (A&C 41411)

\$ 341,105
2020 YTD Actual

68.2%
Right on target for the year.

Tax Admin: 2021 Outcomes

Total Additional Budget Requested: \$74,833
Annual Salesforce subscription, e-notice and mailing services for valuation notices, replacement of check-in computers, time limited staffing.

<p>Digitization <i>Improve abatement application processing with a web-based system for submission and tracking.</i></p>	<p>Customer Convenience <i>Give visitors to our office a friendly and welcoming environment.</i></p>	<p>Efficiency <i>Move as many services to a web-based format as possible to better serve the public. Prepare our staff and organization for growth in population and greater demand for services.</i></p>
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AMELIA POWERS GARDNER – WE NOW HAVE AN ONLINE SCHEDULING TOOL THAT ALLOWS PEOPLE TO GO ONLINE AND SCHEDULE APPOINTMENTS. WE STILL ACCEPT WALK-INS AS WELL.

Clerk Services

“Providing residents access to the services they need through innovative solutions and a kind, efficient & thorough customer service experience.”

- Challenge: cramped office space despite increasing demand and increasing office visits. Clientele was frequently dissatisfied with traditional government office hours.
- Solution: new office space, digital check-in process and waiting system to increase customer satisfaction and better management; also, moving many services including marriage licenses completely online.

Clerk Svcs: 2020 Outcomes

Digitization & Efficiency <i>Move marriage license process online (decrease time to receive license and reduce staff time by 50%).</i>	Customer Convenience <i>Serve the public during some weeknight and weekend hours.</i>	County Efficiency <i>Online contract process. Decrease contract completion from 20- days to 5 days from approval to completion. Implement contract review process to alert departments of expiring contracts.</i>
Service <i>Add full-service for passport acceptance (increase number of applications processed by 15%). Add money orders for passports.</i>		

2020 Clerk Successes

Digitization & efficiency; county efficiency; service; customer convenience

Digitization & Efficiency - In partnership with IT, the marriage license process was successfully moved online which has significantly decreased the time required for couples to apply and receive their license and has reduced staff time by 50%. Over the same period, marriage license issuance has increased by 147% YOY due to the convenience and popularity of the system leading to a near doubling of annual fee revenue. We are on track of exceed 10,000 total marriage licenses issued this year. Given concerns about the COVID-19 pandemic, the office is now able to serve the public completely online. Utah County has serviced couples from all 50 states and in several other countries where being married via Zoom does not conflict with local laws. Couples can now apply for, receive, participate in a ceremony for, and obtain their final official marriage certificate completely online and in under 30 minutes if necessary. Utah County leads the world and is a major disruptor in clearing hurdles for local government’s involvement in the marriage process.

We launched a web-based valuation appeal system in 2018. In that first year, about 25% of total appeals were filed online, with the rest being filed by email or on paper. In 2020, about 75% of all appeals were filed online, which improved efficiency and reduced staff processing time by more than 50%.

We implemented an automatic appointment scheduling system through Acuity, a subscription service. This is used by the public to schedule appointments for new passport applications, marriage ceremonies (both in-office and Zoom), virtual office visits for couples unable to complete their marriage license online/visit the office in-person, and valuation appeal hearings. The implementation of this tool enabled our department to efficiently manage the demand for vital services while adhering to COVID safety guidelines.

2020 Clerk Successes (cont.)

Digitization & efficiency; county efficiency; service; customer convenience

County Efficiency - Commission meeting support has improved including an online contract process; successful implementation of DocuSign for county contracts decreasing contract completion from 20- days to 5 days from approval to completion.

Service - In 2020, we added full-service passport acceptance (15% increase in # of applications processed). Photography equipment was purchased to allow the department to offer passport photo services, which is not only a significant time-saver for passport applicants, but also adds a new source of revenue for our department. We also now offer marriage ceremonies, yielding additional fees for services.

Customer Convenience - Office hours have been extended to 7:30 PM each business day, making Utah County the ONLY government office in the state that is able to serve customers that late in the day. Saturday hours to be implemented by end of year.

\$ 484,376
 2020 Clerk Services budgeted

\$ 364,225
 2020 YTD Actual

75.2%

Demand spike for services and huge increase of volume in 2020. New revenue covers increased service.

Clerk Svcs: 2021 Outcomes

Total Additional Budget Requested: \$86,889
Time limited staffing, public services team lead (evening shift), replacement of check-in computers.

Digitization <i>Move as many services to a web-based format as possible to better serve the public.</i>	Efficiency <i>Prepare our staff and organization for growth in population and greater demand for services.</i>	Customer Convenience <i>Give visitors to our office a friendly and welcoming environment.</i>
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AMELIA POWERS GARDNER – WE JUST TOOK OVER RECORDS MANAGEMENT THIS YEAR, SO WE PREVIOUSLY WERE NOT A PART OF SETTING THE GOALS OR THEIR BUDGET. ONE OF THE THINGS THAT WE WANTED TO WORK WITH THIS DEPARTMENT ON IS, HELP CREATE A MISSION OR A VISION. WE’VE DONE THIS EACH OF OUR DEPARTMENTS. THEIRS IS PRESERVING AND RETAINING THE RECORDS OF THE COUNTY THROUGH ACCURATE AND EXCELLENT SERVICE.

ONE OF THE THINGS WE’VE FOUND WITH RECORDS MANAGEMENT IS THEY DO SEVERAL THINGS THAT OTHER DEPARTMENTS WERE ACTUALLY PAYING OUTSIDE VENDORS TO DO. SO, ONE OF OUR GOALS THIS YEAR HAS BEEN TO TRY AND IDENTIFY AS MANY AREAS WHERE DEPARTMENTS ARE SPENDING DOLLARS ON SERVICES THAT RECORDS MANAGEMENT COULD BE PROVIDING FOR THE COUNTY.

Records Management

“Preserving and retaining the records of the county through accurate and excellent service.”

Records: 2020 Outcomes

- Improve efficiencies**
Improve processes and find room for savings or increases to operational support levels within existing resources.
- Increased speed**
Increase speed of archiving for real-time documents that require immediate digital access.
- Meet new challenges**
Withstand commission budget cut.

2020 Records Successes

Increase speed of service to departments; withstand 5% commission budget cut

Improved efficiencies - Moving to a new space to better tailor office space to operational needs; additionally, withstood 5% commission budget cut due to reduced office footprint and staff vacancy during the year.

Increased speed - Improved processes to serve department document scanning for real-time archiving needs.

Volume spike - COVID-19 in 2020 led to mortgage interest rate reductions which caused a huge spike in refinance activity and real-estate transaction amid continued upward pressure for housing demand. This has yielded a near quadrupling in the rate of recorded documents requiring a near quadrupling in the creation of required film production for state archives. This caused a need for \$8k in unplanned archive film purchases despite the 5% budget cut.

\$ 418,507
2020 Records budgeted (41370)

\$ 270,319
2020 YTD Actual

64.6%

On track. Commission cut 5%, staff vacancy covered this. Spike in services due to mortgage rate drop.

COMMISSIONER AINGE – I FEEL LIKE I NEED TO COMMENT HAVING PLAYED A ROLE IN THIS. THERE’S AN ONGOING DIALOG WITH THE ENTIRE COUNTY ABOUT THIS PROCESS. YOUR DEPARTMENT HAS BEEN A POSITIVE EXAMPLE ON HOW TO DO THIS. YOU LAID OUT A WILLINGNESS TO MEET OBJECTIVES AND THIS WAS ONE THAT WE THREW ON YOUR PLATE WITHOUT NOTICE OR PREPARATION AND SAID HERE’S AN EXTRA DEPARTMENT AND YOU NEED TO CUT THEIR BUDGET BY 5% DURING THIS YEAR. THAT’S HARD TO DO. YOU ACCEPTED THAT CHALLENGE. I JUST HAD TO EXPRESS GRATITUDE FOR THIS REPORT BECAUSE I KNOW THAT WAS A HARD CHALLENGE.

Records: 2021 Outcomes

Total Additional Budget Requested: \$175,000
Film scanner, HVAC replacement at archive center, archive shelving.

- Digitization**
Digitize film records – 10 rolls per week, staff permitting (if vacancy is filled).
- Compliance**
Increase county-wide awareness and compliance with record retention standards.

THANKS!

Any questions?

AMELIA POWERS GARDNER – I’M NOT IN THIS POSITION JUST TO PAY A MORTGAGE. IN FACT, I DID A LOT BETTER AT PAYING MY MORTGAGE WHEN I WASN’T IN THIS POSITION. I’M HERE TO MAKE A DIFFERENCE FOR THE COUNTY.

BOARD OF COMMISSIONERS OF UTAH COUNTY, UTAH
Public Budget Work Session Minutes– Clerk/Auditor’s Office
October 6, 2020
12 | Page

I LEFT A HIGH-POWERED CORPORATE CAREER SO THAT I COULD RAISE MY CHILDREN IN UTAH COUNTY WHERE I WAS BORN AND RAISED, AND I CAME TO COUNTY GOVERNMENT SO THAT I COULD ENSURE THAT UTAH COUNTY REMAINS THE BEST PLACE ON THIS CONTINENT TO LIVE. I HAVE LIVED IN TWO COUNTRIES AND FOUR STATES AND A PROVINCE AND I’M HERE TO TELL YOU THAT UTAH COUNTY IS WHERE I WANT TO RAISE MY CHILDREN AND IN ORDER TO DO THAT WE NEED TO STAY THE BEST RUN COUNTY IN THE NATION AND I WANTED TO BE A PART OF THAT.

I ALSO TRY TO PROJECT THAT ON TO OUR STAFF. THE OTHER PART IS WE MAKE SURE WE HAVE A GOOD CULTURE. IF PEOPLE LIKE TO COME TO WORK, THEY’RE GOING TO WORK HARD, AND WE SPEND A LOT OF TIME FOSTERING THAT CULTURE.

PUBLIC COMMENTS

NO PUBLIC COMMENTS

**COMMISSIONER IVIE: MOTION TO RECESS
COMMISSIONER LEE: SECOND
AYE: ALL IN FAVOR
PASSED: 3/0
MEETING RECESSED**

(Meeting Recessed: 4:07 pm)

In compliance with the Americans With Disabilities Act, individuals needing special accommodations (including auxiliary communicative aids and services) during this meeting should notify Alice Black at (801) 851-8111 at least three days prior to the meeting.

DocuSigned by:
Nathan Ivie
58B19F2BD33E421
NATHAN IVIE
Commissioner Vice-Chair

ATTEST:

DocuSigned by:
Alice Black
2837075091C71D9A
Deputy Clerk Auditor