



**Contra  
Costa  
County**

**For Office Use Only**

Date Received:

EMAIL TO:

Contra Costa County  
Human Resources Department  
[jobs@hrd.cccounty.us](mailto:jobs@hrd.cccounty.us)

PLEASE TYPE OR PRINT IN INK

**TREASURER TAX COLLECTOR APPLICATION**

**1. Name:**

(Last Name)

(First Name)

(Middle Name)

**2. Address:**

**3. Phones:**

**4. Email Addr**

**5. EDUCATION:** Check the appropriate box if you possess one of the following:

High School Diploma

G.E.D. Certificate

California High School Proficiency Certificate

College or other advanced education/training

Give Highest Grade or Educational Level Achieved: \_\_\_\_\_

Names of colleges / universities attended		Course of Study / Major	Degree Awarded		Degree Type
A)			Yes <input type="checkbox"/>	No <input type="checkbox"/>	
B)			Yes <input type="checkbox"/>	No <input type="checkbox"/>	
C)			Yes <input type="checkbox"/>	No <input type="checkbox"/>	
D) Other schools / training completed:		Course Studied	Hours Completed		Certificate Awarded: Yes <input type="checkbox"/> No <input type="checkbox"/>

**6. PLEASE FILL OUT THE FOLLOWING SECTION COMPLETELY. List experience that relates to the qualifications needed to serve as the County Treasurer-Tax Collector. Begin with your most recent experience. A resume or other supporting documentation may be attached but it may not be used as a substitute for completing this section.**

A) Dates (Month, Day, Year) <u>From</u> <u>To</u>	Title	Duties Performed
Total: <u>Yrs.</u> <u>Mos.</u>	Employer's Name and Address	
Hrs. per week _____ . Volunteer <input type="checkbox"/>		
B) Dates (Month, Day, Year) <u>From</u> <u>To</u>	Title	Duties Performed
Total: <u>Yrs.</u> <u>Mos.</u>	Employer's Name and Address	
Hrs. per week _____ . Volunteer <input type="checkbox"/>		
C) Dates (Month, Day, Year) <u>From</u> <u>To</u>	Title	Duties Performed
Total: <u>Yrs.</u> <u>Mos.</u>	Employer's Name and Address	
Hrs. per week _____ . Volunteer <input type="checkbox"/>		
D) Dates (Month, Day, Year) <u>From</u> <u>To</u>	Title	Duties Performed
Total: <u>Yrs.</u> <u>Mos.</u>	Employer's Name and Address	
Hrs. per week _____ . Volunteer <input type="checkbox"/>		

7. Do you have any financial relationships with the County such as grants, contracts, or other economic relations?

No  Yes

If Yes, please identify the nature of the relationship: \_\_\_\_\_

I CERTIFY that the statements made by me in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I acknowledge and understand that all information in this application is publicly accessible. I understand and agree that any misstatements / omissions of material fact may cause forfeiture of my rights to appointment as the Treasurer-Tax Collector.

Sign Name: \_\_\_\_\_ Date: \_\_\_\_\_

### Important Information

1. Your application and any attachments you provide are public documents and are subject to the California Public Records Act (CA Gov. Code §6250-6270), and will be posted online.
2. The completed application and supplemental questionnaire must be received by 11:59 PM on Wednesday, November 22, 2023 by email to [jobs@hrd.cccounty.us](mailto:jobs@hrd.cccounty.us).
3. Applicants must complete the Supplemental Questionnaire (below). Attach pages for Supplemental Questionnaire. A resume or other relevant information may be submitted with this application.
4. Applicants may be required to complete a Statement of Economic Interests (California Fair Political Practices Commission Form 700) and authorize the County to conduct a background check, including but not limited to a social media/internet check, credit check and Live Scan fingerprinting.

### Supplemental Questionnaire

1. Are you a United States Citizen?
2. Are you registered to vote in the State of California?
3. Are you a resident of Contra Costa County?
4. Describe specific public service or private sector positions you have held which you believe best qualify you for the position of Treasurer Tax Collector. Indicate major accomplishments in each position. Please identify each role by employer, job title, and length of time held.
5. Are you prepared to seek election to this office in 2026?
6. Do you consider this job to be full-time or part-time?
7. In addition to the foregoing, please indicate any special qualifications, skills, training, or achievements you possess which are relevant to consideration for this position.

## Supplemental Questionnaire

1. Are you a United States Citizen?

Yes.

2. Are you registered to vote in the State of California?

Yes.

3. Are you a resident of Contra Costa County?

I am not a resident of Contra Costa County currently. However, I will relocate and become a resident of Contra Costa County if appointed as the Treasurer-Tax Collector.

4. Describe specific public service or private sector positions you have held which you believe best qualify you for the position of Treasurer Tax Collector. Indicate major accomplishments in each position. Please identify each role by employer, job title, and length of time held.

**(I)**

**Employer: Contra Costa County Treasurer-Tax Collector's Office**

**Job Title: Assistant County Treasurer**

**Duration of Time: June 2011--present**

**Length of Time Held: 12 years and 6 months**

I have been working in Contra Costa County Treasurer-Tax Collector's Office as the Assistant County Treasurer for the past 12+ years. In that role, I am responsible for all aspects of the business operations of the County Treasurer's Office. During my tenure, I built an outstanding performance track record and achieved the following accomplishments:

- Under my leadership, the total assets of the County Treasury Investment Pool have grown more than three-fold from \$1.6 billion to \$5.7 billion. A historical high of \$7 billion was reached in April 2023. The total number of security holdings has doubled to more than 550. The total number of annual investment transactions has also doubled to more than 2,000.
- The Treasury Pool has generated a total of approximately \$500 million interest income in the past 10 years for the Pool participants despite the persistent historically low interest rate environment and the unprecedented COVID-19 pandemic.
- The Treasury Pool has been rated AAf/S1+ by S&P Global Ratings, indicating that the Pool has been managed with the highest credit quality with the lowest risk. There has been zero security default in the Pool under my management against recent bank failure.
- I have been managing the quarterly Treasury Oversight Committee (TOC) meetings since I joined the County. The TOC consists of seven statutory members and three alternates representing the County, the School Districts, the Special Districts, and public at large. I present quarterly investment reports and County Treasurer's Investment Policy for the

Committee's review, update the Committee with the general economic conditions and our investment activities, and improve our operations based on the Committee's constructive suggestions. Even though the establishment of TOC is no longer subject to CA Government Code, maintaining TOC and facilitating the meetings reflect my commitment to uphold the highest standards of transparency and accountability.

- With the goal of maximizing value while minimizing costs, upon completion of the manager structure study of the Treasury Pool in 2012, I eliminated one underperforming manager and reduced the management fee of another portfolio manager by 50%.
- In 2013, I issued a comprehensive RFP and initiated a search for a financial bank. Working with the County Counsel, I successfully negotiated a contract with the selected bank. The new fee schedule cut the banking fees by more than 50% without compromising the level and quality of the services. In 2019, I re-negotiated the contract that had saved the county additional 10-15% in annual banking fees.
- In 2013, the County's custodian bank went through a series of organizational changes, which resulted in service quality deterioration and significant client loss. I took the opportunity to work with the custodian bank patiently and restored the quality of its services while maintaining the contracted substantially below-market service fees. As a result of my efforts, the County has been paying the same favorable flat annual fees to the custodian bank for the past 13 years.
- Similar to the investment activities, the financial banking activities have grown significantly as well under my leadership. In fiscal year 2022-2023, more than \$10 billion deposit permits were processed by the treasury team, compared to \$5.6 billion 12 years ago. More than \$9.8 billion county warrants were funded compared to \$5.5 billion 12 years ago. Note that the ever-increasing activities in both investments and financial banking operations have been managed by the same size of treasury staff. I achieved these significant productivity gains through streamlining processes, improving the efficiency, conducting cross-trainings, boosting morale, and re-structuring the treasury team.
- To improve further the County's treasury operations and increase efficiency by embracing the modern technology, I began a major undertaking by searching for and identifying a new treasury management system to replace the outdated one in late 2020. I coordinated closely all the steps of the new system adoption and transition, ranging from conducting due diligence on the new system providers, to negotiating the contact, to migrating data from the legacy system to the new system, to conducting staff trainings, to organizing parallel testing, to finally going live with and stabilizing the new system. The transition went smoothly without any disruption of daily operations.
- To streamline the operational processes and enhance internal control, I have developed various policies and procedures to govern the treasury functions such as investments, cash handling, electronic fund transferring, requesting bank accounts, fund withdrawal from the treasury pool, credit evaluation of bond issuers, selection of brokers/dealers, among others. The Treasurer's Annual Investment Policy is certified by California

Municipal Treasurers Association. As a direct result, the Treasurer's Office has received a clean audit report without any material recommendations every year under my tenure.

- I have provided oversight to more than 60 financing and re-financing activities initiated by the county school districts with one goal in mind -- protecting taxpayers' interest while helping with these school districts' financial conditions. Additionally, working with the Auditor-Controller's Office, I completed three temporary transfers of funds to the county school districts. The short-term lending helped the districts cover temporary cash shortages and meet the obligations incurred for maintenance purposes including payroll.
- The COVID-19 pandemic was an unprecedented challenge to the treasury team and the team came out stronger than ever. The treasury cashiering window remained open for deposits throughout the entire pandemic while many commercial banks closed their branches. The treasury team funded all county's expenditures in a timely manner and provided uninterrupted banking and investment services to all county departments, school districts, and special districts.
- Most importantly, all my accomplishments were achieved with strong support from the Treasurer-Tax Collector, Russell Watts, Treasurer-Tax Collector's Office staff, various county departments and districts, as well as key service providers. I have built a strong and cohesive treasury team and fostered a collaborative working environment with a commitment to racial diversity, equality, and inclusion. I have also established excellent rapport with many county departments, such as County Auditor-Controller's Office, County Counsel's Office, County Administrator's Office, County Office of Education, Human Resources Office, among others. I am proud of my team and feel fortunate to work for and represent Contra Costa County.

**(II)**

**Employer: Alameda County Employees' Retirement Association (ACERA)**

**Job Title: Investment Officer**

**Duration of Time: September 2009--May 2011**

**Length of Time Held: 1 year and 9 months**

As the Investment Officer of ACERA, I managed and led a team of investment analysts to assist the Chief Investment Officer (CIO) of ACERA in providing administrative oversight to the ACERA's \$5.4 billion retirement trust fund, which has more than 40 investment managers. I was responsible for daily investment operations and activities, development of policies and procedures, investment manager searches, contract negotiations, and making recommendations to the CIO. My major accomplishments were as follows:

- ACERA's total fund performance was consistently ranked in the upper quartile among public funds greater than \$100 million as of March 31, 2011.
- During the extended absence of ACERA's Chief Investment Officer, I led the investment department, managed the daily operations, conducted quantitative evaluation of

performance, monitored compliance of ACEAR's portfolio managers, and facilitated the Investment Committee meetings.

**(II)**

**Employer: Alameda County Employees' Retirement Association (ACERA)**

**Job Title: Investment Analyst**

**Duration of Time: July 2000--August 2009**

**Lenth of Time Held: 9 years and 2 months**

As the sole Investment Analyst directly reporting to the CIO, I had broad responsibilities over the ACERA's investment portfolio, assisting the CIO in every aspect of the investment department's functions.

- I coordinated and participated in more than 20 Request for Proposal (RFP) searches for the general investment consultant, real estate consultant, and investment managers crossing all asset classes, such as fixed income, domestic and international equities, and private equity/alternatives. These search processes included developing and issuing RFPs, reviewing RFP responses, selecting final candidates, conducting on-site visits, making recommendations to the Investment Committee for its final selection, and negotiating the contact with the final selection.
- As a result of periodic asset allocation and manager structure studies, I coordinated close to 10 asset transitions on a large scale. Each asset transition was well above \$100 million in value, across different asset classes and investment styles.
- To implement the Board of Retirement's decision of adding Private Equity and Alternatives asset class into the ACEAR portfolio, I drafted the initial version of ACERA's Private Equity and Alternatives Return Leading Strategies Policy (the "PEARLS Policy".) The PEARLS Policy was adopted by the Board to govern all ACERA's alternative investments.
- I developed the initial ACERA Monthly Performance Report, a snapshot investment report summarizing the market value, asset allocation, and performance of ACERA's total fund and each investment manager. ACEAR continues to produce this report and publish it on its website even now.
- I designed a formal workflow for the investment team in an effort to streamline the entire preparation process for ACEAR's monthly Investment Committee meeting.
- Working with other investment staff, ACERA's legal counsel, and investment consultants, I researched and implemented ACERA's very first Directed Brokerage program, drafted the Directed Brokerage Policy, and procured a third-party administrator to manage the program.

5. Are you prepared to seek election to this office in 2026?

Yes, I am prepared to seek election to this office in 2026.

6. Do you consider this job to be full-time or part-time?

Full-time.

7. In addition to the foregoing, please indicate any special qualifications, skills, training, or achievements you possess which are relevant to consideration for this position.

- I have been deputized as a trustee to attend CCCERA's Board meetings on behalf of and in absence of Mr. Russell Watts, Contra Costa County Treasurer-Tax Collector, for the past 12 years. Drawing from my experience in ACERA, I have always advocated for providing the best quality in customer services for retirees, minimizing investment and operational costs, and achieving highest return within risk tolerance.
- I have participated in Post Retirement Health Benefits Trust Agreement Advisory Body meetings on behalf and in absence of Mr. Watts, making contributions to the investment policy, asset allocation study, construction of manager structure, and the reporting of PARS portfolio.
- I am an active member of various state level associations, such as California Association of County Treasurer-Tax Collectors (CACTTC), Treasurer's Committee of CACTTC, Investment Managers of Public Agencies Council (IMPAC), Government Finance Officers Association (GFOA), and California Municipal Treasurers Association (CMTA). I routinely exchange information with and learn new ideas from peer counties and promote the awareness of Contra Costa County. I participated in reviewing and updating California County Treasurer Reference Manual. I recently revived the California County Treasury Survey which will provide comprehensive treasury-related data to all California counties for reference.
- For continuing education, I regularly attend trainings, seminars, and webinars, which have helped sharpen my leadership and customer service skills. My 20+ years of working experience also helped. The following lists a few training courses I have taken:
  - "Credentialed California County Senior Executive," The CSAC Institute
  - "Conducting Employee Performance Evaluations," Rockhurst University CEC, Inc.
  - "How to Become a Better Communicator," SkillPath
  - "Team Effectiveness Training and Time Management Module," The York Consulting Team, Inc.
  - "Smart Customer Service," All five series by Target Solutions
- I am fluent in Mandarin and am the only Mandarin interpreter in the Treasurer-Tax Collector's Office. I regularly assist the Mandarin speaking taxpayers with their tax bills and answer other customer-service related questions.
- I have been performing cultural art activities in various festivals and events hosted by schools, local communities, city recreation departments, senior centers, churches, among others. My passion outside the job has allowed me to not only make connection with diversified ethnic groups of people but also gain a deep understanding of the essence of diversity, equality, and inclusion.



# Binbin Belinda Zhu



Leadership • Vision • Management • Operations • Service

## PROFESSIONAL PROFILE

- Assistant County Treasurer responsible for Contra Costa County's day-to-day treasury operations for 12+ years.
- Experienced leader with a transformational leadership style focusing on change and innovation, people and team building, efficiency, and effectiveness.
- Seasoned investment professional with in-depth understanding of the California Government Code and Contra Costa County Investment Policy.
- Strong advocate for best business practices, highest quality customer service, diversity, equality, and inclusion.
- Effective liaison among county departments, school districts, special districts, financial institutions, and various vendors.
- Motivated self-starter and fast learner with a passion for applying knowledge and driving for excellence.

## AREAS OF EXPERTISE

Leadership	Operations	Service
<ul style="list-style-type: none"><li>• Organizational Vision</li><li>• Creative Thinking</li><li>• People and Talent Management</li><li>• Accountable &amp; Reliable Leader</li><li>• Strong Organizational Influence</li><li>• Clear Communicator</li><li>• Trusted by Peers &amp; Direct Reports</li></ul>	<ul style="list-style-type: none"><li>• Treasury and Cash Management</li><li>• Investment and Finance</li><li>• Banking &amp; Bond Issuance</li><li>• Revenue &amp; Cost Management</li><li>• Daily Operations Improvement</li><li>• Contract Negotiations &amp; Vendor Selections</li></ul>	<ul style="list-style-type: none"><li>• Customer Service Management</li><li>• Vendor Relationship Building</li><li>• Committee Management</li><li>• Time and Due Date Management</li><li>• Treasury Business Knowledge</li><li>• Dedication &amp; Diligence</li></ul>

## PROFESSIONAL EXPERIENCE

### Assistant County Treasurer, Contra Costa County, Martinez, CA, 2011 to Present

- Manage investment of Contra Costa County Treasury Pool. During my tenure, Pool assets have grown from \$1.6 billion to \$5.7 billion, reaching a historical high of \$7 billion in April 2023.
- Manage credit rating of the Contra Costa County Treasury Pool. The Pool has been rated AAf/S1+ by S&P Global Rating, the highest credit rating with the lowest risk.
- Establish policies, guidelines, and procedures to protect the County's investments, streamline daily operations, and enhance quality of services.
- Manage daily treasury operations including cash forecast, liquidity management, bank reconciliations, and end-of-day balancing. Under my management, the treasury division has received clean annual audit reports for the past 12 years.
- Manage banking services for all county departments, school districts, community college districts, and special districts including receiving, disbursing, and safeguarding funds.
- Assist all county school districts and community college districts in financing and re-financing activities.
- Maintain long-term business relationships with financial institutions to seek best services at lowest costs.
- Prepare regular investment and financial reports in accordance with applicable laws and regulations.
- Monitor and analyze applicable laws and regulations related to banking, investments, and financing activities, and implement changes to the County investment policy and operating procedures accordingly.
- Manage quarterly Treasury Oversight Committee meetings to promote transparency and accountability.
- Build a cohesive team and cultivate a positive working environment by coaching and developing employees.
- Prepare budget for the Treasury division and assist in developing the departmental budget.

- Organize regular meetings and prepare related agenda packets for the Treasury Oversight Committee.
- Act as the appointing authority during CCCERA and OPEB meetings in the absence of the Treasurer-Tax Collector.
- Participate regularly in various continuing professional development conferences, exchange ideas with management from other governmental entities, and promote awareness of Contra Costa County.

**Investment Officer, Alameda County Employees Retirement Association, Oakland, CA, 2009 to 2011**

- Manage, lead, and train a team of investment analysts.
- Research, develop, and evaluate investment-related policies, guidelines, and procedures, and make recommendations to the Chief Investment Officer (CIO) of ACERA.
- Supervise and participate in monthly reconciliations between ACERA’s custodian banks and investment managers.
- Supervise ACERA’s daily cash management, analyze daily anticipated cash flows from various investment managers and vendors, and manage daily reconciliations with custodian banks.
- Provide administrative oversight of bond, equity, real estate, and private equity managers.
- Lead the preparation of annual departmental budgets.
- Lead the investment team in researching, developing, and evaluating all investment-related policies, guidelines, and procedures, as well as making related recommendations.
- Work with the legal department to ensure the investments and administration of the funds comply with all applicable federal and state laws and regulations, as well as with ACERA’s investment policies, guidelines, and procedures.

**Investment Analyst, Alameda County Employees Retirement Association, Oakland, CA, 2000 to 2009**

- Research, analyze, and evaluate ACERA’s investment portfolio performance, and make recommendations regarding portfolio management, asset allocation, manager structure, and other related topics.
- Assist the Chief Investment Office (CIO) to implement investment decisions made by ACERA’s Board and Investment Committee, as well as implement and administer ACERA’s various investment programs.
- Conduct extensive RFP manager searches for various investment styles.
- Coordinate ACERA daily cash management and analyze daily anticipated cash flows from various investment managers and vendors.
- Estimate funds required for cash reserve and expenditures, with the goal of keeping the minimum balance in cash accounts.
- Represent the investment department when conducting business with investment managers, consultants, and custodian banks.
- Assist in the preparation of annual departmental budgets.
- Prepare investment, statistical, and operational reports and correspondence.

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**EDUCATION**

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**Master of Business Administration, School of Business, Robert Morris University, Pittsburgh, PA, USA, 1995 - 1997**

**Bachelor of Science in Library and Information Science, Central China Normal University, Wuhan, China, 1986 – 1990**

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**MEMBERSHIPS AND CERTIFICATES**

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Member of California Association of County Treasurer-Tax Collectors (CACTTC)

Member of Treasurer’s Committee of CACTTC

Member of Investment Managers of Public Agencies Council (IMPAC)

Member of Government Finance Officers Association (GFOA)

Member of California Municipal Treasurers Association (CMTA)

“Credentialed California County Senior Executive,” The CSAC Institute

“Conducting Employee Performance Evaluations,” Rockhurst University CEC, Inc.

“How to Become a Better Communicator,” SkillPath

“Team Effectiveness Training and Time Management Module,” The York Consulting Team, Inc.