

**FISCAL YEAR 2023/24 ANNUAL WORK PROGRAM
FINANCE DEPARTMENT**



April 18, 2023

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Table of Contents

EXECUTIVE SUMMARY.....	3
Introduction and Purpose	3
Role of the Department.....	3
Finance Department Staffing and Organizational Structure	5
Table 1: Finance Department Current Staff Levels	5
Figure 1: Finance Department Structure – Organizational Chart	6
Workload Considerations.....	6
Day-to-Day Staff Responsibilities.....	7
Table 2: Day-to-Day Responsibilities for FY 2023/24.....	7
Key Accomplishments and Project Milestones.....	12
Table 3: Key Accomplishments and Project Milestones, FY 2022/23	13
Fiscal Year 2023/24 Projects	14
Table 4: Fiscal Year 2023/24 Projects	15
Long Range Projects Contingent on Staff Capacity	16
Table 5: Long Range Projects Contingent on Staff Capacity	16

EXECUTIVE SUMMARY

Introduction and Purpose

This FY 2023/24 Annual Work Program summarizes projects and work efforts proposed for the Finance Department for the upcoming fiscal year, considering both ongoing, existing commitments and potential new projects. It is intended to provide the City Council with an overview of the current work of the Finance Department and an opportunity to consider and give direction concerning future work. The Annual Work Program creates a regular mechanism for the Council to share ideas for new work efforts and discuss the work priorities. It furthermore serves as a basis for upcoming budget plan development on an annual basis.

Role of the Department

The Finance Department oversees the financial operations of the City and is responsible for the overall financial system to ensure the integrity of the City's finances through accurate planning and recording of transactions, including providing superior financial services, maintaining the public trust, and promoting governmental efficiency, effectiveness, and accountability. The department facilitates optimal use of resources, implements control measures, and establishes policies and procedures aimed at accurately accounting for, safeguarding, and maximizing the value of the City's assets to meet the goals of the organization. The department is led by the Finance Director who also serves as the City Treasurer. The Finance Director leads a team of twelve full-time employees, ensuring management and the City Council are informed of all matters affecting the financial stability of the City. The Finance Department has received financial publication awards for the City of Goleta, for its Annual Comprehensive Financial Report (ACFR) and Two-Year Budget Plan, with Special Recognition in Capita Budgeting. Finance continues to ensure that its reporting meets the rigorous criteria and program standards established and administered by the Government Finance Officers Association (GFOA).

The Finance Department consists of the following core functions:

- Finance Administration
- Accounting Services
- Budget Management
- Payroll
- Treasury
- Business Licenses and Permits
- Purchasing (Support Role)

A general overview of each core function is described below.

Finance Administration

Finance Administration provides leadership to the five other areas of Finance, including establishing financial policies and procedures, internal controls, managing consultant

contracts and relationships, and day-to-day oversight of the department and its functions. Administration oversees the department's objective to accurately record and report the financial transactions to reflect the City's financial position within the state and federal laws and generally accepted accounting principles.

Accounting Services (Financial Reporting, General Ledger Management, Accounts Payable)

Accounting is responsible for the maintenance of an effective financial accounting system, which accurately reflects the financial operations of the City through transparent financial reporting and offers a framework for financial planning and analysis. Accounting includes working with our independent auditors, internal audits, accounts payable, processing all City disbursements, managing the City's general ledger, capital assets, monitoring special revenue funds, and other general and specialty accounting and reporting duties. Accounting provides support to all departments.

Budget Management

Budget Management is responsible for coordinating and preparing the two-year budget plan, mid-cycle budget, five-year financial forecast, long range financial plan, including producing financial analysis for City staff, management, and City Council so decision makers have a comprehensive understanding of the financial consequences of decisions. Budget includes ongoing review of the City's budget, monitoring the City's overall financial position and preparing budget reports.

Payroll

Payroll administers the City's payroll system, from oversight of timecard data entry through processing salary and benefit payments. Payroll ensures that all payroll and vendor records are maintained and reported in accordance with federal and state tax laws, including compliance with CalPERS reporting and fair labor standards act (FLSA) overtime provisions. In FY 22/23, the Finance Department assumed additional functions previously assigned to Human Resources and now provides direct support for timely preparation, processing and reconciliation of payroll, employee benefits and deductions.

Treasury

Treasury is responsible for billing and revenue collection services, including tax administration, to both customers and other departments and tracking accounts receivable. Treasury also manages the City's investment program and debt administration. Treasury monitors cash flow daily and cash flow projections for liquidity and is responsible for the preservation, enhancement, and accountability for cash assets and long-term debt management city-wide.

Business Licenses and Permits

Business Licenses and Permits is responsible for processing general business and specialty business license applications. The department also administers and oversees the City's Cannabis Business License Program and Short-Term Vacation Rental Program. Finance functions as the lead coordinator for cannabis business license issuance and short-term vacation rental license issuance.

Purchasing (Support Role)

In FY 22/23, Finance staff began working on transitioning the core Purchasing functions to the newly created General Services department. Purchasing is responsible for overseeing and implementing the City's purchasing ordinance and assisting departments with their procurement needs while meeting all applicable legal requirements. Purchasing assists with review and approval of Purchase Requisitions and issuing Purchase Orders. Purchasing is also responsible for assisting departments with surplus and disposal of City property. Finance staff will continue to be involved with Purchasing in a general support role, which includes vendor management, budget compliance, and general ledger account issues and closing out year-end encumbrances.

It should be noted, at the time of the reorganization, the Purchasing function was identified by Finance staff as one of the City's significant functional areas that lacked adequate focus, which is one of the reasons it was recommended to be moved and part of the new General Services Department. Staff capacity in Finance is not anticipated to be available, but the organization will benefit from increased compliance and faster turnaround of purchase orders and contract and purchasing ordinance compliance.

Finance Department Staffing and Organizational Structure

The Finance Department is comprised of 12.00 full-time equivalents (FTEs) as outlined in Table 1 below.

Table 1: Finance Department Current Staff Levels

POSITION TITLE	FULL-TIME (FTE)	PART-TIME (FTE)
Finance Director	1.00	
Accounting Manager	1.00	
Accounting Supervisor	1.00	
Accountant (2 vacant)	2.00	
Budget Analyst	1.00	
Management Assistant	1.00	
Accounting Specialist	3.00	
Accounting Specialist (Payroll Specialist)	1.00	
Sr. Office Specialist	1.00	
TOTAL FTE	12.00	0.00

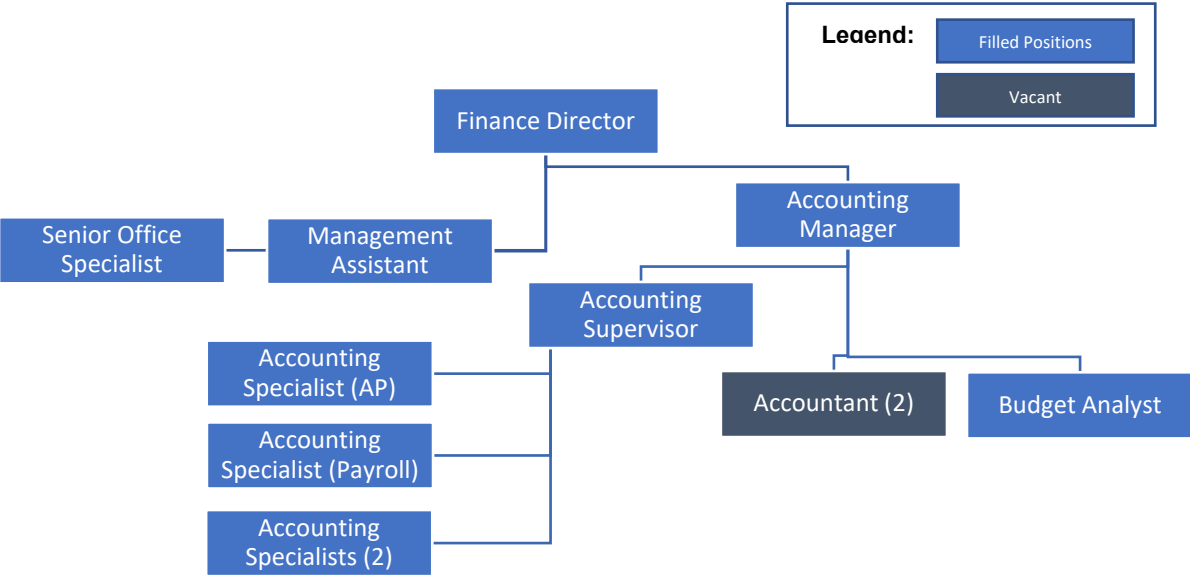
There are currently 2 vacant Accountant positions and recruitment is underway.

The Finance Department also has an hourly Finance Intern position, which is currently vacant.

In addition to full-time staff, the Department is supported by consultants on both an ongoing basis and on an as-needed basis. The services provided by consultants include the following: Property tax and sales tax analysis and audit services; cannabis consulting services (including monitoring and compliance and tax audits); actuary services for retiree health liability valuation; municipal financial advisory services; audit and financial reporting services; investment services; and financial consulting services. In FY 23/24, it is anticipated that additional consulting services will be utilized for assistance with Measure B (transaction and use tax analysis and audit services), transient occupancy tax audits, and short-term vacation rental monitoring and compliance.

The organizational chart for the Finance Department is provided in Figure 1 below:

Figure 1: Finance Department Structure – Organizational Chart



Workload Considerations

The Finance Department provides support to all departments in addition to its core operating functions. Finance workload capacity is directly impacted by activity of other departments, including when departments incur new staff positions, programs, projects, or have increases to workload volume. As the projects, initiatives, activities, number of employees and number of consultants increase in other departments, it directly impacts the Finance Department’s workload along with other support departments.

The increased workload includes staff time associated with review, internal audits, processing, reconciliation of funds, and department support as it relates to financial reporting, accounting transactions and payroll. Staff workload is also impacted as unplanned events occur, changes in processes are made, or new software is implemented that may require new financial oversight and reconciliation efforts.

In addition, staff's workload is impacted by increases or changes with business license permit activity, cannabis activity, short-term vacation rental activity and tax transactions.

Day-to-Day Staff Responsibilities

Table 2 below summarizes the ongoing work efforts and responsibilities of the Finance Department. These tables do not include unplanned work such as emergency events or ad-hoc projects and do not include all work efforts of the department.

Table 2: Day-to-Day Responsibilities for FY 2023/24

DAY-TO-DAY RESPONSIBILITIES
FINANCE ADMINISTRATION
Provide management support and oversight of all finance functions, including supervision of department staff, staff development and performance evaluations.
Conduct weekly finance team meetings, other internal staff meetings as needed, and attend meetings with other local government agencies.
Participate in weekly E-team meetings, monthly CIP meetings, and coordinate and schedule meetings with consultants, including sales and property tax meetings, audit meetings, and actuary meetings.
Review and audit all financial transactions, including check requests, invoices, electronic transfers, wire transfer requests, budget adjustment requests, and journal entry requests.
Oversee and manage department's budget, including development of Annual Work Program.
Manage contracts and relationships with department consultants and serve as project manager, including oversee Finance Department's Request for Proposal process.
Oversee and coordinate annual financial audit, street audit, and gas tax audit. Review and approve all final financial reporting documents.
Assist with federal and state grant compliance audits, FEMA and CalOES.
Oversee citywide financial policies and procedures, including accounts payable, accounts receivable, budget amendments, cash handling, credit cards, donations, travel, purchasing, surplus and disposal, escheatment, and write-offs. Assess internal controls and recommend changes to processes, as necessary.
Review and sign-off for retention period or disposal of Finance Department's files in accordance with file retention policy.

DAY-TO-DAY RESPONSIBILITIES
Keep updated with new and ongoing changes with government finance and accounting and attend conferences and trainings to ensure compliance with new GASB statements and other reporting requirements as required by state or federal law.
Oversee and manage City's Investment Program.
Oversee and manage City's Debt Management Program.
Oversee Cannabis Business License Program, including application process, forms, site inspections, tax collections, and ongoing monitoring and compliance.
Oversee Short-Term Vacation Rental Program, including review of all applications and signing off on tax certificate.
Oversee City's Master User Fees and Charges Schedule, including assisting with Development Impact Fee Schedule
Oversee City's liabilities, including CalPERS pension and OPEB liabilities. Review all actuarial reports and manage relationship with consultants and actuaries.
Provide administrative support to the Finance and Audit Standing Committee, including preparing agendas and packets.
Provide final review on all Finance Department's staff reports, including monthly check registers, monthly investment transaction reports, quarterly financial reports, quarterly treasurer's report, annual budget plan, comprehensive annual financial reports, and annual state controller reports.
Review all citywide staff reports for fiscal impacts and provide support on budget recommendations.
Participate and prepare presentation of information for Goleta's Annual LEAD program as it relates to Finance.
Respond to public, other local agency, and vendor inquiries.
ACCOUNTING SERVICES (FINANCIAL REPORTING, GL MANAGEMENT)
Financial software account maintenance and review.
General ledger updates, including preparing journal entries.
Year-end schedules, journal entries for audit and closing fiscal year, including Schedule of Expenditures of Federal Awards for Single Audit, revenue and expenditure accruals in accordance with GAAP, and compensated absences schedules and other liabilities.
Coordinate and communicate with City's independent auditors. Gather data and files for auditor review and provide statements and detail overview of City processes.
Maintain and manage capital asset schedules, including calculating depreciation expense and working with other City departments to assign useful lives to new assets.
Reconcile reserve accounts and fund balances, budgetary and actual basis, including grant reconciliations.

DAY-TO-DAY RESPONSIBILITIES
Prepare Annual Comprehensive Financial Report and submittal to GFOA for Certificate of Achievement for Excellence in Financial Reporting Program.
Prepare and review required State Controller Reports, including Financial Transactions Reports, Street Report and Government Compensation Reports.
Manage Chart of Accounts, including assigning project tracking account codes.
Reconcile developer deposit account balances and prepare reports on a quarterly basis to Finance Committee.
Manage Performance Security Schedule, and other liabilities, including prepaid and deposits.
Conduct internal audits, including cash audits, fee calculations, and contract rates and amounts. Provide findings and guidance.
Provide guidance and support to all departments on all financial related procedures and financial analysis.
Assist and review Successor Agency to the Redevelopment Agency for the City of Goleta annual ROPS schedule. Confirm RPTTF activity and fund balance that may exist.
Perform timely monthly bank reconciliations.
Monitor uncashed checks and deposit accounts with no activity and oversee escheatment process.
Monitor aging accounts receivable and recommend write-offs according to policy.
Reconcile other City software that contains financial information to City's financial system.
ACCOUNTING SERVICES – ACCOUNTS PAYABLE
Receive and review invoices, including invoice routing to departments daily. Flag invoices if necessary and provide follow-up support.
Scan and prepare invoices in DocuSign and electronically route for signatures, including utility invoices and non-PO/PO invoices.
Review and edit check incoming DocuSign envelopes from other departments for invoice accuracy.
Export electronically signed invoices to PDFs, upload in Incode 10, data entry, and review coding.
Process Travel Claim Reimbursements, in accordance with travel policy, and update travel forms annually to conform to most recent per diem rates.
Over the City's Cal-Card (credit card) program, including reviewing all city credit card transactions, issuing city cards, and ensuring compliance with policy.
Assist departments with invoice issues, including revised invoices, missing or lost receipts or liquidating purchase orders.
Review and audit all invoices for proper sales and use tax charges and withhold additional amounts if necessary.

DAY-TO-DAY RESPONSIBILITIES
Conduct weekly check runs, which includes printing check registers and printing physical checks for mailing.
Citywide petty cash management.
Oversee positive pay (check disbursement) reports and upload to bank's website every week and monitor banking activity for discrepancies and fraud.
Prepare monthly check register reports for Legistar.
Monthly schedule of late invoice payments.
Track consultant expenditures on as needed basis, such as cannabis consultant charges and related business license applications.
Generate and mail annual 1099's (1099-NEC and 1099-MISC) to applicable vendors.
SMIP/Green Fee Reconciliation and Payment Remittance.
PAYROLL
Perform audit and data entry of timesheets on a bi-weekly basis, including reconciling payroll changes, deductions, and specialty pay and double check in financial system.
Initiate tax payments, including tax report and benefit payments, and issue quarterly and annual compensation reports.
CalPERS bi-weekly reporting, and specialized reporting as needed.
Provide COBRA administration support.
Monitor payroll tax law in conjunction with Human Resources.
Maintenance of payroll system in conjunction with Human Resources.
Provide customer service to all City employees, departments, including time entry training and special adjustments.
Monitor tracking only and project accounting codes use with Time Entry.
Employee earnings statements and annual W2's.
Prepare payroll related journal entries.
Payroll processing, including assembling payroll binder and bank transfer payment.
Manage calculations of regular rate of pay and special payroll for retro adjustments or other extraordinary items.
Reconcile employee time tracking in MAGNET Permit Tracking System to Incode Payroll.
Setup new employees in the payroll system, verifying pay adjustments, reconciliation of approved salary schedules and personnel action forms, reconciling and verifying benefit deductions, and assist with timely payment of benefit invoices.
BUDGET MANAGEMENT
Manage the City's budget process, including development of budget calendar, request forms, and schedules.
Publish City's Two-Year Budget Plan under GFOA criteria and submit bi-annually for distinguished budget presentation award and publish internally the Mid-Cycle budget document.

DAY-TO-DAY RESPONSIBILITIES
Manage and update Five-Year Forecast, including tax revenue and expenditure assumptions.
Manage and update Long Range Financial Plan.
Provide updates to City Council and departments on economic and financial conditions and policy issues affecting budget.
Provide ongoing budgetary guidance and support to all City departments.
Review all year-end carryover budgets and manage schedule of adjustments.
Manage personnel budgeting, including fiscal impact analysis of personnel changes, calculating fully burdened hourly rates, and Schedule of Authorized Positions.
Draft Quarterly Financial Reports.
Update cost of service analysis for providing library management services and assist with preparing library budgets for Buellton and Solvang.
Prepare ad-hoc budget reports and financial analysis at department requests.
Update budget policies and provide ongoing support to departments.
Manage all budget adjustment and appropriation request forms.
Annually update City Cost Allocation Plan.
Annually prepare and oversee special tax rolls for Library Special Tax and Street Lighting Tax.
Calculate annual GANN appropriations limit.
TREASURY (REVENUE, CASH, INVESTMENT AND DEBT MANAGEMENT)
Prepare monthly investment reports and quarterly treasury reports to Finance Committee and City Council.
Reconcile investment transactions, including retrieving fair market values for reporting requirements monthly and perform mark to market accounting adjustments at year-end.
Perform daily cash flow reconciliations and manage cash flow balance sheet.
Review and assist departments with controls and procedures for cash receipting and checks.
Audit cash registers, petty cash and change funds and provide findings.
Monitor and track of all revenues on a cash and accrual basis.
Operate daily cashiering functions, receipting and processing.
Centralized treasury office, including daily cashiering, receipting, collecting payments and deposits from other departments.
Coordinate courier pick up services.
Accounts Receivable, including generating invoices for all departments, managing aging schedule and pursuing collection efforts.
Annually review and adopt City's Investment Policy and Procedures and Debt Management Policy.

DAY-TO-DAY RESPONSIBILITIES
Debt management transaction support, including Successor Agency RDA related payments and IBank payments.
Prepare journal entries to reflect transfers of cash, including investments, processing payroll or receiving funds electronically.
Close out cash collections daily, and prepare cash collections binder with backup
Administer the collection and audit of Transient Occupancy Tax, Tourism Business Improvement District assessments.
BUSINESS LICENSES AND PERMITS
Administer the Business License Program, including customer support, routing, reviewing, printing, mailing, filing, and updating application forms.
Manage the Short-Term Vacation Rental Permit Program.
Manage the Cannabis Business License Program, including application process, scheduling, intake, reviewing, routing, conducting site inspections and ongoing monitoring and compliance.
Review and collect all live scans needed for specialty business licenses for compliance.
Provide final review and approval for all general business licenses and specialty licenses and collecting and remitting fees associated with tobacco licenses.
Process business license delinquency notices and initiate collection efforts for past due accounts, including notifying Code Compliance Officers.
Coordinate with County Fire, Code Compliance, and review of other outside sources, including review of newly issued state seller permits and publications for identifying unlicensed businesses.
PURCHASING (Revised for Support Role)
Provide support to General Services for Purchasing and Procurement.
Provide backup support as Purchasing Officer when needed.
Work with staff and departments with budget overrides due to timing of posting appropriations or emergency situations.
Provide assistance with surplus and disposal of assets, including forms and review for compliance. Recommend mechanism for surplus or disposal and update financial information as it affects the citywide capital assets schedule.
Vendor management: Review and setup all new vendors in financial system, including updates to vendor information and maintaining federal w9s and state forms.

Key Accomplishments and Project Milestones

Over the past fiscal year, the Finance Department can point to several complete and near-complete initiatives. Table 3 summarizes the accomplishments and estimated completion date if applicable.

Table 3: Key Accomplishments and Project Milestones, FY 2022/23

PROJECT	STATUS
In July 2022, received the Distinguished Budget Presentation Award from the GFOA, with Special Capital Recognition for City's Two-Year Budget Plan for FY 21/22 and FY 22/23.	Completed
Hired three new Finance staff, to assist with payroll, accounts receivable and accounts payable.	Completed
Transitioned payroll functions previously with HR into Finance, including benefit reconciliation, benefit invoice payments and maintaining official salary schedule	Completed
Conducted 12 annual cannabis site inspections with consultants for those locations operating over a year	Completed
Complete and submit FY 20/21 Single Audit by extended deadline	Completed
Assisted with education information for Sales Tax Measure that went to November 2022 election	Completed
Moved Finance Department up to second floor	Completed
Implemented updated procedures to City's Capital Asset Schedule as recommended by City auditors as it relates to Equipment and Real Property purchased by federal funds.	Completed
Issue RFP and solicit proposals for OPEB (retiree health) GASB 75 actuarial services for next three fiscal years, and award contract	Completed
Completed updated OPEB retiree health actuary report for FY 21/22	Completed
Update Cal-Card procedures, policies, and forms.	Completed
Transitioned Short-Term Vacation Rental application process to permit tracking software system (MAGNET)	Completed
Transitioned Successor Agency to the RDA responsibilities from Neighborhood Services to Finance	Completed
In February 2023, received GFOA's Certificate of Achievement for Excellence in Financial Reporting - the City's 19th consecutive year.	Completed
Implemented new GASB Statement No. 87 on accounting for Leases with auditors. Requirement is effective for fiscal years beginning after June 15, 2021. City will be reporting in FY 21/22 financial statements.	Completed
Implemented online appointment scheduling for business license application assistance on website, giving customers the choice to schedule and lock in available dates and times for in-office, virtual and phone appointments.	Completed
Complete FY 21/22 Audit and Annual Comprehensive Financial Report and submit to GFOA	Projected April 2023
Complete FY 21/22 Single Audit and submit to Federal Audit Clearinghouse.	Projected April 2023

PROJECT	STATUS
Assist with Bingo Ordinance to simplify registration process.	Projected May 2023
Issue RFP for new independent auditors for a 3-year contract, including interview and award contract.	Projected May 2023
Phase 1 – STVR Program - Award contract for STVR ongoing monitoring and compliance, including updating ordinance for online facilitator compliance and voluntary collections agreements, review and analysis of the short-term vacation rental program and implement the resulting compliance process.	Projected May 2023
Transient Occupancy Tax (TOT) Audit Policy and Procedures and procure contract for TOT auditing services	Projected May 2023
User Fee and Charges Update for FY 23/24	Projected May 2023
Implement User Fee Study's fee recommendations, including adoption of a Cost Recovery Policy (Subsidies) and Fee Establishment Policy.	Projected May 2023
Cannabis ordinance and resolution updates. Ordinance to change retail operation hours, odor control during power outages and resolution to adjust tax rates and live scan process.	Projected June 2023
Prepare final Two-Year Budget Plan for FY 23/24 & FY 24/25 and submit to GFOA	Projected June 2023
Evaluate fiscal and staff impacts with Goleta Community Center during transition of management starting January 2023. Establish accounting policy and procedures for transactions related to facility and establish new accounts and funds	Projected June 2023
Submit City's Investment Policy to California Municipal Treasurer's Association for certification.	Projected June 2023

Fiscal Year 2023/24 Projects

The Finance Department will continue to support the ongoing work efforts, projects, programs, and initiatives throughout FY 2022/23 as described above in addition to any new ongoing support that is required of our department derived from all other City departments. There are several ongoing work efforts that began in prior fiscal years and will carry into FY 2023/24. These items are arranged in chronological order according to their estimated completion date in Table 4 below.

Table 4: Fiscal Year 2023/24 Projects

PROJECT	EST. COMPLETION
Coordinate with City staff and CDTFA for implementation of Measure B add-on sales tax (transaction and use tax) with operative date of January 1, 2024, including executing new agreements with CDTFA and contract amendments for audits by sales tax consultant	July 2023
Transient Occupancy Tax (TOT) Audit Policy and Procedures and procure contract for TOT auditing services	August 2023
Implement Tyler Content Manager to support Incode 10 Financial modules and employee self service	August 2023
Transfer additional years of historical financial, vendor and payroll data from Incode 8 into Incode 10, which includes data from FY 01/02 to FY 13/14.	September 2023
Conduct sixteen annual cannabis site inspections	September 2023
Conduct cannabis tax audit with contracted auditors	October 2023
Implement new GASB Statements No 94 (Public-Private and Public-Public Partnerships and Availability Payment Arrangements) and No 96 (Subscription-Based Information Technology Arrangements) with auditors. Requirement is effective for fiscal years beginning after June 15, 2022. City will be reporting in FY 22/23 financial statements.	October 2023
Consider issuing new RFP for banking services for a new 5-year contract or amend current contract	October 2023
Assist CMO with review of defined contribution plan options (Plan 457b) to further diversify investment options for staff and ensure fiduciary duty is met. In process of renegotiating. Was on hold and will continue into FY 23/24.	October 2023
Implement independent contractor reporting as required by EDD to assist with child support collection, and ongoing reporting	November 2023
Implement new transaction and use tax revenue reporting into financial reports, including quarterly financial reports and financial statements subject to audit	November 2023
Complete FY 2022/23 Audit and Annual Comprehensive Financial Report and submit to the GFOA	December 2023
Evaluate business license review process and recommend changes to help streamline review times without compromising safeguards.	December 2023

PROJECT	EST. COMPLETION
Implement and transition Accounts Receivable process and workflow to Incode 10 Accounts Receivable Module	January 2024
Evaluate and implement other electronic workflows within Incode 10 for Purchasing and Payroll (Dependent upon Tyler Content Manager being implemented)	March 2024
User Fee and Charges Update	March 2024
Undergo and complete Finance Department Assessment	May 2024
FY 2024/25 Mid-Cycle Budget Update	June 2024
Develop and implement new Finance staff training plans for key positions for onboarding and cross training	June 2024
Phase 2 – STVR Program - Review and analyze STVR data and work with consultants and city staff in evaluating the overall STVR program and discuss results and findings with City Council. Receive feedback on policy direction and potential STVR ordinance updates from City Council.	June 2024
Assist with finalizing financing options for Fire Station No. 10 or other priority CIP project	TBD (Dependent upon funding sources)

Long Range Projects Contingent on Staff Capacity

The following prospective projects in Table 5 below represent long range work efforts that either exceed the department expected FTE capacity for Fiscal Year 2023/24 or are contingent upon completion of other projects. However, in the event staff capacity becomes available, then new projects will be taken up in the priority shown below.

Table 5: Long Range Projects Contingent on Staff Capacity

PROJECT	EST. COMPLETION
Phase 3 – STVR Program – Depending on outcome of Phase 2 and City Council direction, work with City Manager’s Office and City Attorney’s Office in updating the STVR ordinance and program changes for Council consideration and implement after approval.	TBD
Assist with implementation of action items from the Economic Development Strategic Plan (to be further developed once known)	TBD
Perform fiscal analysis and develop five-year forecast model on ongoing Special Revenue Funds that are a part of the City's operating budget such as street lighting, solid waste, and library.	TBD

PROJECT	EST. COMPLETION
Transition AP vendor paper check payments to be paid electronically via ACH (direct deposit process)	TBD
Evaluate and implement use of Position Budgeting module in Incode 10	TBD
Consider new budget management software and implement for next two-year budget cycle	TBD
Implement use of budget and performance measure software in conjunction with City Manager's Office	TBD
Evaluate Incode 10 workflow approvals with Purchase Requisitions to help streamline processes	TBD
Transition all finance forms to electronic forms with Incode 10 or other software and change to electronic workflow process	TBD
Evaluate electronic invoice routing and approval process and implement use of software to eliminate duplicated work efforts.	TBD
Implement Finance Department Assessment recommendations	TBD
Centralize finance forms and policies for department use and develop guidance and training program on use of forms and policies	TBD
Evaluate reserve categories and consider recommending needs of other categories to limit ongoing financial risk, such as with true-up costs associated with sheriff contract, or specific capital replacement, building and facility maintenance	TBD
Evaluate and recommend debt financing options for future unfunded high priority infrastructure projects. (Will be dependent on actual project costs and available revenue sources)	TBD
Update City's Developer Deposit Policy and Procedures and implement to ensure no negative accounts and software systems can collaborate fluidly with each other.	TBD
Explore and implement additional Incode 10 modules, including Fixed Assets (Capital Assets) Module and Inventory Module	TBD
Develop and implement citywide Project Accounting Policy and Procedures	TBD
Evaluate and consider web-based software for GASB 87 Lease compliance	TBD
Evaluate and consider web-based treasury software for cash flow and investment reporting	TBD
Evaluate credit card merchant services, receipting and reconciliation procedures and recommend possible process improvements to help streamline tasks while maintaining safeguards and controls.	TBD
Establish online vendor invoice system with Incode 10, including vendor accounting guide to ensure "clean invoices"	TBD
Finalize Comprehensive Accounting Policies and Procedures Manual	TBD

PROJECT	EST. COMPLETION
Assist with development of Capital Asset Management Policy and Procedures	TBD
Establish on-call agreements with collection agencies for past due receivable accounts	TBD
Explore use of contracted services to conduct Franchise Fee audits	TBD
Issue RFP and contract with on-call municipal advisor services to assist with bond financing and financing team (Will depend if actual debt financing is pursued and depending on complexity will affect staff time)	TBD
Training with Incode 10 to develop custom financial reporting models needed to streamline and automate reporting	TBD
Create training videos and guidance specific to using Incode 10 for onboarding new employees	TBD
Develop and adopt an internal chart of accounts policy	TBD
Develop and maintain citywide revenue manual that documents revenue sources, data points and factors relevant to present and future levels.	TBD