Finance Division Strategic Planning - 2007
Accounting Department

Our Mission: Financial Integrity through Effective Fiscal Oversight

Definition of Service:

General Accounting:
Accounts Payable
Accounts Receivable
Encumbrances/Contracts
Interfund Transactions
Capital Assets System
Financial Reporting
State Auditor Liaison

Purchasing:
Departmental Resource
Large Purchases
RFP's, RFQ's, & Bids
Vendor Relations
Surplus Property
Training & Administration
Of Purchasing Policy

Payroll:
Biweekly Payroll Processing
Payroll Taxes & Deductions
Monthly Retirees Pension
Labor Costing for HR Negotiations
External Reporting
Departmental Training & Support

Key Customers: Citizens, employees, retirees, vendors, City management and staff

SWOT Analysis:

Strengths
- Experienced, hard-working staff
- Teamwork environment, all staff cross-trained

Weaknesses
- Outdated technology, especially HRS and Fixed Assets
- Numerous policies and procedures outdated
- The above weaknesses create a reactive, rather than proactive environment

Opportunities
- Gaining efficiencies and consistency in process through centralized accounting
- More timely and meaningful financial reporting
- Automated systems that maximize value of information

Threats
- Lack of resources for systems changes and enhancements
- Increased financial reporting and regulatory requirements

Keys to our Success:

- Effective communication city-wide with accounting staff and department and division heads
- Reliable and effective automated business systems
- Staff who are professional and competent
- On-going training focused on current issues

Primary Goals for 2007:

1. Implement Matrix E2 recommendation of centralized accounting to gain consistencies, efficiencies in process, and control over City's overall financial strategic initiatives.
   Key Dates & Tasks:
   a) Determine how other similar organizations are organized (March,2007)
   b) Conduct surveys of accounting functions at the City (April, 2007)
   c) Formulate several alternatives; analyze cost/benefits; make decision of organizational structure (May, 2007)
   d) Work through potential logistical issues regarding positions/space (June/July, 2007)
   e) Plan in place (September, 2007)

2. Perform initial survey and analysis, from a user perspective, of options available for a new Payroll/Human Resources/Benefits automated system.
   Key Dates & Tasks:
   a) Conduct high level survey of like sized entities (April, 2007)
   b) Obtain sample RFI's of entities that have recently purchased similar systems (August, 2007)

3. Complete City's Comprehensive Annual Financial Report (CAFR) 45 days earlier than 2006 report.
   Key Dates & Tasks:
   a) Follow recommendations of Departmental Committee on Financial Reporting regarding deadline schedules and accountability guidelines (January – April, 2007)
   b) Establish and track internal task list, noting areas for improvement and change for next year (January – July, 2007)
   c) Complete report (August, 2007))

4. Complete overview of Purchasing card policy and procedures per the Matrix E2 recommendation. Determine whether existing levels and number of cards in use is reasonable or should be revised.
   Key Dates & Tasks:
   a) Complete current and comprehensive list, by department, of active purchasing cards (April, 2007)
   b) Determine what best practices are regarding purchasing card policies, including proper number of cards for various department types and sizes (July, 2007))
   c) Make recommendation for change (if any), and implement (September, 2007)

5. Continue to update and revise, where necessary, Accounting and Purchasing Policies and Procedures.
   Key Dates & Tasks:
   a) Surplus Property Policy (August, 2007)
   b) Auto Allowance Policy (July, 2007)
   c) Payroll Policy (July, 2007)
   d) Cell Phone Policy (October, 2007)

6. Minimize State Auditor findings.
   Continue to lead communication efforts between City departments, City administration, elected officials and the State Auditors Office to clarify, address, and resolve any new issues that arise. (Note: Certain issues from the 2005 audit report are already identified by the State Auditor as repeat findings for the 2006 report.)