



TO: Mayor and Councilmembers

SUBMITTED BY: Luke B. Rioux, Finance Director

SUBJECT: Finance Department Priority Setting Workshop - Fiscal Year 2026-27 Annual Work Program

RECOMMENDATION:

Discuss work priorities and adopt the Annual Work Program for Fiscal Year 2026-27 for the Finance Department.

BACKGROUND:

The Finance Department Annual Work Program provides a regular, structured mechanism to allow the Council to review and discuss the Department's work commitments and staffing resources, consider individual Councilmember's project ideas and provide direction on the Finance Department's (Department) work priorities for the next fiscal year. The draft Fiscal Year (FY) 2026-27 Annual Work Program also summarizes work progress and accomplishments for the past fiscal year, FY 2025-26, and lays the groundwork for the Department budget, which will be presented to Council during the upcoming budget workshops.

The available budget and staffing are finite, and the list of possible City-wide work efforts is growing. Therefore, a priority-setting process is useful to allow the City Council to establish policy priorities. A regular priority-setting process allows the Department to plan for and assign work within available resources in a structured way. This system works better and is more efficient than attempting to shift resources ad hoc to new projects as Councilmembers identify and introduce new ideas and work priorities during the year.

DISCUSSION:

Purpose

The purpose of this workshop item is to update the Council on existing work commitments and recent accomplishments and to provide the Council with an opportunity to discuss work priorities for the Finance Department for the upcoming fiscal year. The Annual Work Program covers the core functions of the Finance Department: Finance Administration, Accounting Services (general accounting, audit, and accounts payable), Budget Management, Payroll, Treasury, Business Licenses and Permits, and support with

Purchasing (e.g., credit card program, travel, and vendor management). The Annual Work Program reflects the day-to-day responsibilities of each core function, as well as those priority projects that the department reasonably expects it to achieve in the coming fiscal year. The Annual Work Program also shows a list of long-range projects that exceed the department's projected capacity to take on next fiscal year, but which staff will attempt to tackle either as staff capacity unexpectedly becomes available, or in future year work programs. Tentative completion dates for projects and deliverables are best estimates and should therefore not be interpreted as a commitment.

The Annual Work Program creates a regular mechanism for the Council to establish the Department's work priorities and is also an opportunity for the Council to propose and consider ideas for new work projects and shape the work plan for the coming year.

Staffing and Budget Constraints

Setting work priorities must of course occur within the constraints of budget and available staffing. Goleta is still a small city with limited staff and finite resources. Given the large number of competing possible work priorities, the City must take care not to overcommit at any given time and instead be prepared to take a measured approach for delivery of services and projects. Over time, much can be accomplished if available staffing resources are concentrated, and projects are tackled sequentially. It is also important for the City to keep some capacity in reserve to deal with unanticipated events and needs beyond the City's control that inevitably arise in any given year, particularly in the Finance Department, as the Finance Department is primarily a support department. The workload is influenced by city-wide department demands and shifts in legislative and regulatory requirements.

GOLETA STRATEGIC PLAN:

City-Wide Initiative: 8. Enhance the Efficiency and Transparency of City Operations

Strategic Goal: 8.2 Maintain transparency in all aspects of City Government

FISCAL IMPACTS:

The Annual Work Program for FY 2026-27 is consistent with the current adopted budget with respect to existing positions and work commitments, including consultant resources. It also lays the groundwork for the second year of the current budget cycle, assuming a continuation of existing staff resources.

ALTERNATIVES:

The Council can direct staff to revise the Finance Department's FY 2026-27 Annual Work Program prior to adoption or choose not to adopt an Annual Work Program.

LEGAL REVIEW BY: Isaac Rosen, City Attorney

APPROVED BY: Robert Nisbet, City Manager

ATTACHMENTS:

1. Draft Fiscal Year 2026-27 Finance Department Annual Work Program
2. Finance Department Fiscal Year 2026-27 Annual Work Program Presentation

ATTACHMENT 1

Draft Fiscal Year 2026-27 Finance Department Annual Work Program

**FISCAL YEAR 2026-27 ANNUAL WORK PROGRAM
FINANCE DEPARTMENT**



Adopted April 7, 2026

**FISCAL YEAR 2026-27 ANNUAL WORK PROGRAM
FINANCE DEPARTMENT**

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EXECUTIVE SUMMARY

Introduction and Purpose

The Fiscal Year (FY) 2026-27 Annual Work Program outlines the key projects, ongoing programs, and staffing resources for the **Finance Department**, providing a comprehensive view of departmental priorities and capacity for the upcoming fiscal year.

This document serves two primary purposes:

- To inform the City Council of current and proposed work efforts, enabling strategic input and prioritization.
- To guide department staff in aligning their work with the City’s Mission Statement, Core Values, and Strategic Plan.

Snapshot of FY 2026–27 Work Program:

- Total FTEs: 12.00
- Divisions: 6 (Core Function)
- Major Themes or Priorities for the Year:
 - Continued support of the delivery of “Big Six” CIP Projects
 - Modernization of financial systems and processes
 - Financial policy development and strengthening of internal controls
 - Revenue administration and economic development funding strategies
 - Renegotiation of major contracts

Department Staffing and Organizational Structure

Staff capacity is a key factor in determining what work the Department can take on. Many projects are multi-year efforts and require ongoing resources. New projects can only be added as others are completed or additional staffing is approved.

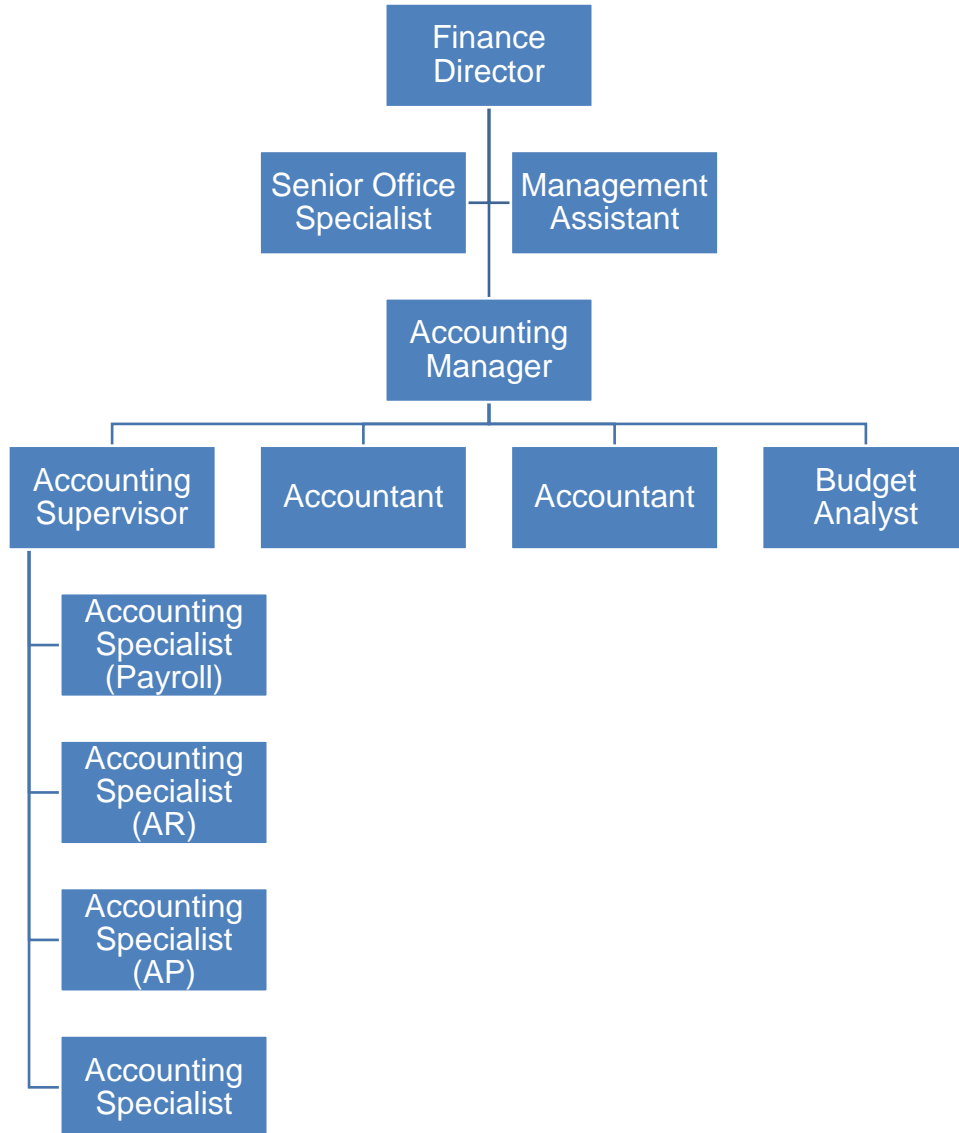
Generally, the Annual Work Program prioritizes the use of City staff. Consultants and contractors are only engaged when internal capacity is fully committed or when one-time or short-term projects exceed available capacity and staff resources. The use of outside consultants is limited by budget constraints and the capacity of managers to oversee both staff and consultant work effectively.

When fully staffed, the Department consists of **12** full-time equivalent positions (FTEs). The positions of the department are further detailed in Table 1 below. Figure 1 below shows the organizational structure of the department.

Table 1: Finance Department Current Staffing Levels

FULL TIME AND PART TIME POSITION TITLE	FTE
Finance Director/City Treasurer	1.00
Accounting Manager	1.00
Accounting Supervisor	1.00
Accountant	2.00
Budget Analyst	1.00
Management Assistant	1.00
Accounting Specialist	1.00
Accounting Specialist (Accounts Payable)	1.00
Accounting Specialist (Accounts Receivable)	1.00
Accounting Specialist (Payroll Specialist)	1.00
Sr. Office Specialist (Business License Specialist)	1.00
TOTAL FTEs	12.00

Figure 1: Finance Department Organizational Chart



Workload Considerations

As City projects, programs, and staffing levels expand, the Finance Department's workload increases directly due to its centralized role in budgeting, accounting, payroll, revenue administration, financial compliance, and service as a strategic financial and budget advisor to executive management and the City Council. Activity across all departments, including new positions, capital projects, grants, contracts, consultants, and policy initiatives, directly drives Finance workload through additional financial review, internal controls, transaction processing, fund and project reconciliation, budget development and monitoring, financial analysis, long-range forecasting, fiscal impact assessment, and audit support. Unlike many departments, Finance's workload tends to grow cumulatively, with new tasks added on top of existing responsibilities.

Finance workload is also influenced by citywide economic and regulatory activity that increases both transaction volume and complexity and drives demand for ongoing financial advisory support. Changes in business license activity, cannabis operations, short-term rental activity, development-related permits, and tax transactions require continuous revenue administration, reconciliation, compliance monitoring, audit coordination, forecasting, and policy evaluation, often involving specialized regulations and third-party data. In addition, unplanned events, emergency response, regulatory or reporting changes, and new system or software implementations require increased oversight, reconciliation, internal control evaluation, and real-time fiscal guidance.

As the City continues to mature and operations grow more complex, Finance must balance increasing demand for service with statutory deadlines, internal control standards, and its role as a strategic financial and budget advisor supporting informed policy and operational decisions.

FINANCE DEPARTMENT

Role of the Department

The Finance Department serves as the City's central authority for financial management, fiscal oversight, and stewardship of public resources. The Department is responsible for ensuring the integrity, transparency, and sustainability of the City's financial operations in compliance with applicable laws, regulations, accounting standards, and adopted financial policies. Finance supports informed decision-making by providing accurate financial information, independent analysis, and strategic financial and budget advisory services to executive management and the City Council.

Core responsibilities of the Finance Department include accounting and financial reporting, budget development and monitoring, payroll administration, revenue administration, treasury and investment management, debt administration, internal controls, and audit coordination. The Department prepares the City's operating and capital budgets, multi-year financial forecasts, Annual Comprehensive Financial Report (ACFR), and other required financial and regulatory reports. Finance also oversees grant accounting, project and fund accounting, revenue reconciliation, and compliance with

federal, state, and local requirements, ensuring that financial transactions are properly recorded and public funds are safeguarded.

In addition to transactional and compliance functions, the Finance Department plays a key role as a strategic partner in City operations and policy development. Finance evaluates the fiscal impacts, affordability, and long-term sustainability of proposed programs, capital projects, labor agreements, and policy initiatives. This includes providing financial analysis, forecasting, and financial risk assessment to support Council actions and organizational priorities, as well as advising departments during program development and implementation.

The Finance Department provides staff support and technical expertise to the City Council and the Finance and Audit Standing Committee on matters related to budget oversight, financial reporting, internal controls, audit findings, and financial policy. Finance also serves in a key administrative and fiduciary role for related entities, including the Goleta Facilities Financing Authority, supporting debt issuance, ongoing debt administration, disclosure, and compliance activities. In addition, the Finance Department is responsible for administering and closing out the Successor Agency to the Goleta Redevelopment Agency, including ongoing compliance with state requirements, asset disposition, and financial reporting obligations. Through these roles, Finance ensures effective fiscal governance, transparency, and accountability across the City and its related agencies.

Core Services

Table 2 outlines the Department’s core services, including routine responsibilities, ongoing programs, and essential work efforts performed on a day-to-day basis. This section is intended to capture the foundational activities that support the Department’s mission and contribute to citywide operations and goals, including fiscal and analytical support provided to all City departments.

Please note, this table is focused on planned, recurring work and does not include tasks related to emergency response, unplanned events, or special projects.

Table 2: Core Services

Finance Administration
Financial policy development, internal controls, and compliance oversight
Fiscal impact analysis and strategic advisory support to staff, executive management and City Council
Staff support to the Finance and Audit Standing Committee
Goleta Facilities Financing Authority and Successor Agency to the Goleta Redevelopment Agency administration
Citywide interdepartmental coordination and support
Accounting Services
General ledger management and fund accounting
Accounts payable

Capital asset and project accounting
Grant accounting and compliance
Annual Comprehensive Financial Report (ACFR), State Controller reports, and GFOA submissions
Audit coordination and GASB standards implementation
User fee development
Budget Management
Two-year budget development, mid-cycle updates, and ongoing monitoring
Five-year financial forecast and long-range financial planning
Cost allocation and personnel/contract costing
Quarterly and periodic financial reporting
Payroll
Payroll processing, benefits administration, and compliance (CalPERS, FLSA)
Financial system coordination, reconciliation, and data integrity
Treasury (Revenue, Treasury & Debt Management)
Revenue administration, billing, collections, and accounts receivable
Cash and investment management and reporting
Debt administration and post-issuance disclosure compliance
Tax and fee administration
Business Licenses and Permits
Business license program administration
Specialty and regulatory license programs (cannabis, STVR, and other regulated activities)

Key Accomplishments and Milestones

Over the past year, the **Finance Department** can point to several complete and near-complete initiatives as shown in Table 3 below.

Table 3: Key Accomplishments and Milestones, FY 2025-26

PROJECT/PROGRAM	ESTIMATED COMPLETION	STRATEGIC GOAL #	SUPPORTING DEPT(S)
Hired and onboarded a new Accounting Specialist (Payroll Specialist).	July 2025	8.3	N/A
Implemented Tyler ERP Pro – AP Automation for electronic workflow ("invoice approvals") and transition invoice routing away from DocuSign and Teams.	July 2025 - Ongoing	8.3, 8.4	All
Developed and implemented procedures and process of managing the two bond issuances, including bond accounting, coordinating draw downs, investments, and continuing disclosure reporting	July 2025 - Ongoing	3.1	N/A
Updated the City's General Business License Application process to make it user-friendly, including providing an updated hard copy application process, and pathway for non-profits	September 2025	8.3	N/A
Prepared and filed Annual Street Report with the State Controller's Office before the statutory deadline of December 1	November 2025 - Ongoing	3.1	N/A
Implemented new GASB Statement No. 101 on accounting for Compensated Absences with auditors. The requirement is effective for fiscal years beginning after June 15, 2024	December 2025	3.1	N/A
Incorporated development agreement fund information and in-lieu housing fund information into Annual DIF Reporting and Five-Year DIF Reporting, for compliance and efficiency	December 2025 - Ongoing	3.1	N/A

Complete the FY 2024/25 Audit and Annual Comprehensive Financial Report (ACFR) and submit to the GFOA for award consideration	December 2025	3.1	N/A
Assisted with major one-time sales tax cost recovery of approximately \$1 million	December 2025	3.2	CMO
Assist with the development of a new step-by-step guide for businesses operating in the City	December 2025	4.4	CMO
Support the development of a Retired Annuitant Employment Policy with HR	January 2026	3.3	HR
Implemented payroll updates associated with new federal tax law	January 2026 - Ongoing	3.3	N/A
Transitioned the budget submittal process to Tyler ERP Pro 10, to improve data control	January 2026	3.3	All
Investment Program enhancement, incorporated corporate securities to further diversify citywide investment portfolio	February 2026	3.3	N/A
Conducted a financial feasibility analysis of a publicly backed equity investment fund	February 2026	4.1	CMO
Implemented and conducted the Five-Year Outlook and Budget Priority Setting process as part of the budget development process	February 2026 - Ongoing	3.5	N/A
Conduct and complete cannabis tax audits with contracted auditors	March 2026	3.2	N/A
Prepare the Two-Year Budget Plan for FY 2025/26 and FY 2026/27 and submit it to the GFOA for award consideration	March 2026	3.1	All
Completed the FY 2024/25 Single Audit related to federal grant awards by the statutory deadline of March 30	March 2026	3.1	All

Implemented and transitioned the Accounts Receivable process and workflow to Tyler ERP Pro - Accounts Receivable Module	March 2026	8.3	N/A
Prepared and filed the final Project and Expenditure Report and officially closed out the Coronavirus State and Local Fiscal Recovery Funds (SLFRF) award of \$5.9 million	March 2026	3.1	N/A
Assisted with the creation of the backend application on the permit tracking system for the Temporary Overnight Camping License related to the amended Safe Parking ordinance	March 2026	2.1	NS
Updated the developer deposit process, to increase efficiencies, and address backlog	March 2026 - Ongoing	3.1	N/A
Completed the Annual User Fee Update	Projected April 2026 - Ongoing	3.3	All
Adoption of a Cost Recovery Policy (Subsidies) and Fee Establishment Policy	Projected April 2026	3.3	N/A
Short-Term Vacation Rental (STVR) Research and Ordinance Amendments	Projected May 2026	4.7	PER
FY 2026/27 Mid-Cycle Budget Update	Projected June 2026	3.1	All
Evaluate and develop reserve policies and funding strategies for facility capital maintenance, Section 115 Trust (pension and retiree healthcare), and IT replacement	Projected June 2026 - Ongoing	3.6	CMO, GS
Reviewed and implemented defined contribution plan options (Plan 457b) and 401(a), to further diversify investment options for staff and ensure fiduciary duty is met	Projected June 2026	3.6	CMO, HR

Supported the implementation of Old Town Pride of Place (POP) Grant Program and the close-out process	Projected June 2026	4.3	CMO, PER, NS, PW
Implement and enroll the City in the use of their state travel program and update travel policy and procedures to streamline the process	In Progress	3.3	N/A
Implement Tyler Content Manager to support Tyler ERP Pro (formerly known as Incode 10), Financial modules, and employee self-service functions	In Progress	8.3	N/A
Provide support to the City's streetlighting, solid waste, and storm drain assessment rate studies	In Progress	3.6	PW, CMO
Implemented direct deposit and electronic funds transfer process for city vendors, to provide timely payments. Approximately 120 vendors are now paid by EFT	In Progress	3.1	N/A
Streamline the accounts receivable process by utilizing journal entries to increase efficiencies with cash collections	In Progress	3.3	N/A
Update the citywide credit card policy and workflow procedures	In Progress	3.3	All
Continue supporting the delivery of Project Connect, San Jose Creek Multipurpose Path, Cathedral Oaks Crib Wall Repair, Goleta Train Depot, Goleta Valley Library ADA, Building, and Safety Improvements, and San Jose Creek Channel Fish Passage Modification Projects	In Progress	5.1, 5.3, 5.4, 6.1	All

Fiscal Year 2026-27 Projects/Programs

The **Finance Department** initiatives for FY 2026-27 are listed in Table 4 below in priority order. As a central support department, Finance balances internally driven priorities such as financial reporting, policy development, and system improvements with essential financial, analytical, and administrative support provided to other departments on citywide initiatives. Accordingly, priorities may shift throughout the fiscal year based on Council direction, regulatory deadlines, and other departments' project timelines.

Table 4: FY 2026-27 Projects/Programs

	PROJECT/PROGRAM	ESTIMATED COMPLETION	STRATEGIC GOAL #	SUPPORTING DEPT(S)
1	Support delivery of the "Big Six" CIP Projects (Project Connect, San Jose Creek Bike Path, Cathedral Oaks Crib Wall Repair, Goleta Train Depot, Goleta Valley Library, San Jose Creek Capacity Improvement & Fish Passage)	June 2027 - Ongoing	5.1, 5.3, 5.4, 6.1	All
3	Complete the FY 2025/26 Audit and Annual Comprehensive Financial Report (ACFR) and submit to the GFOA for award consideration	December 2026	3.1	N/A
2	Implementation of new GASB Statement No. 103: Financial Reporting Model Improvements and GASB Statement No. 104: Disclosure of Certain Capital Assets	November 2026	3.1	N/A
4	Prepare the Two-Year Budget Plan for FY 2027/28 and FY 2028/29, including assisting with updating the Two-Year Strategic Plan process, and submit to the GFOA for award consideration	June 2027	3.1	All
5	Development of Finance Operations for the Citywide Continuity of Operations (COOP) Plan	December 2026	7.1	NS

	PROJECT/PROGRAM	ESTIMATED COMPLETION	STRATEGIC GOAL #	SUPPORTING DEPT(S)
6	Implement improvements to the Business License program, including updated application processes, enhanced data collection, and improved customer service support to local businesses	December 2026 - Ongoing	4.1	CMO
7	Continue evaluation and implementation of Tyler Content Manager for electronic workflow	December 2026 - Ongoing	8.3	All
8	Evaluate and implement economic development funding strategies, including a special use tax policy and program to maximize and recapture one-time revenues from major construction and development projects	December 2026	3.2	CMO
9	Evaluate and prepare last and final ROPS related to the Successor Agency of the Former RDA	January 2027	3.1	N/A
10	Develop and issue an RFP for an updated Full Cost Allocation Plan and Comprehensive User Fee Study that includes analysis of city permitting and workflow process for efficiencies	January 2027 - Ongoing	3.3	All
11	Begin strategizing and preparation for contract negotiations with SEIU	June 2027	N/A	HR
12	Form steering committee and issue RFP for comprehensive budget software (Phase 1)	August 2027 - Ongoing	3.1, 8.3	CMO
13	Provide support for the City's streetlighting, solid waste, and storm drain assessment rate studies	January 2027 - Ongoing	3.2	CMO, PW
14	Develop and implement expenditure policy and procedures to assist with cost	September 2026	3.3	CMO

	PROJECT/PROGRAM	ESTIMATED COMPLETION	STRATEGIC GOAL #	SUPPORTING DEPT(S)
	control associated with travel and local food and beverages			
15	Support the Housing Impact Fee and Child Care Fee Update	June 2027	4.7	PER
16	Update existing Donation and Gift Policy, to be expanded to include sponsorships and re-titled as the “Donation, Sponsorship, and Gift Policy”, and develop procedures	September 2026	2.2, 3.3	CMO
17	Support the Library’s Capital Campaign	December 2026	2.5	NS, CMO
18	Implement Tyler ERP Pro - Contracts Module and Grants Management Module	June 2027	8.3	N/A
19	Comprehensive review and modernization of General and Specialty Business License Municipal Code, including removal of outdated provisions and alignment with current practices	May 2027	8.3	CAO
20	Renegotiate or extend the Sheriff contract expiring June 2027	March 2027	7.3	CMO
21	Evaluate and implement requirements related to Website Accessibility Update (New DOJ Title II of the ADA regulations), along with requirements with financial reporting	April 2027	5.1	All
22	Develop and implement a citywide Grants Management Policy, including centralized tracking and reimbursement processes	February 2027	3.2, 3.3	All
23	Renegotiate the Animal Services Contract expiring June 2027	March 2027	7.2	CAO, CMO
24	Issue RFPs for audit services and actuarial services (OPEB) for FY 2027/28 and beyond	June 2027	3.1	N/A

	PROJECT/PROGRAM	ESTIMATED COMPLETION	STRATEGIC GOAL #	SUPPORTING DEPT(S)
25	Update and submit the City's Investment Policy and Debt Management Policy to the California Municipal Treasurer's Association for certification	August 2026	3.1	N/A
26	Implement position control and position budgeting	May 2027	3.3	HR
27	Collaboration with Library and Parks & Recreation Division on best practices for a Citywide Cash Handling Policy for in-person financial transactions	February 2027	3.3	NS, Library
28	Migrate Goleta Valley Library, Buellton Library, and Solvang Library to point of sale system for improved service and efficiency	November 2026	8.1	NS, Library

Long Range Projects/Program Contingent on Staff Capacity

The **Finance Department's** potential long-range projects/programs (cannot begin until FY 2027-28) are listed in Table 5 below.

Table 5: Long-Range Projects/Programs Contingent on Staff Capacity

	PROJECT/PROGRAM	ESTIMATED COMPLETION
29	Develop and implement a local financial, economic, and community indicators dashboard to improve data sharing and efficiencies when reporting on data	TBD
30	Pursue revenue enhancement options in collaboration with the City Manager's Office	TBD
31	Evaluate the use of AI and robotic process automation (RPA) to assist with financial transaction processing and supplement staff as a tool to streamline operations	TBD
32	Implement SB 346 – Short-Term Rental Facilitator Act of 2025 into STVR ordinance	TBD
33	Identify and implement improvements to City business license, specialty license, and citywide permitting processes to increase efficiency, ensure appropriate staffing levels, and enhance public responsiveness, in coordination with all departments and the City Manager's Office	TBD

34	Update and issue Banking RFP	TBD
35	Evaluate and implement GASB 87 lease accounting software	TBD
36	Phase 2 — Budget Software: Implement citywide budget software and formalize budget policy integrating the strategic plan, work programs, and operating and capital budgets	TBD
37	Centralize finance and payroll forms onto Tyler ERP Pro electronic workflow, and develop guidance and training programs	TBD
38	Develop and implement Transient Occupancy Tax (TOT) Audit Policy and Procedures and procure contracts for TOT auditing services, including pursuing back tax collection on STVR operators	TBD

ATTACHMENT 2

Finance Department Fiscal Year 2026-27 Annual Work Program Presentation

FY 2026-27 Annual Work Program Finance Department

City Council Meeting
April 7, 2026

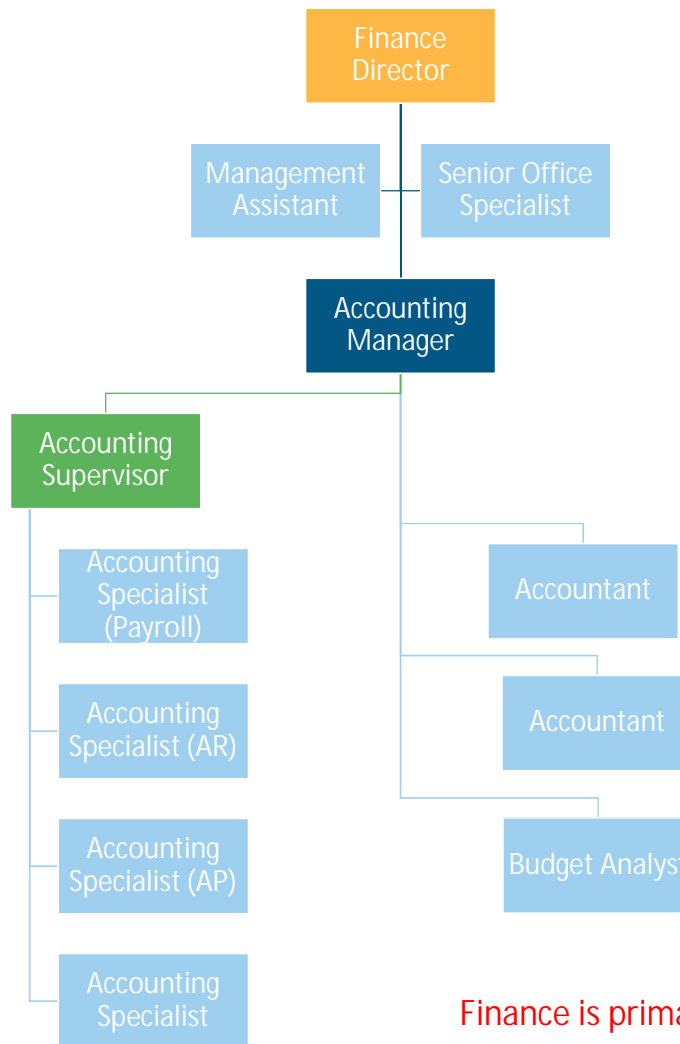
Presentation by:
Luke B. Rioux, Finance Director



Purpose

- Update Council on existing work commitments and progress
- Review staffing and workload
- Propose and consider potential new work efforts
- Discuss and set Finance Department work priorities for Fiscal Year 2026-27

Finance Department Structure



Core Functions

- ▶ Finance Administration
- ▶ Accounting Services
- ▶ Budget Management
- ▶ Payroll
- ▶ Treasury
- ▶ Business Licenses and Permits

Finance is primarily a support department citywide



FY 2025-26 Key Accomplishments and Milestones

Sales tax cost recovery of approximately \$1 million

Closed out the \$5.9 million federal SLFRF grant (ARPA)

Completed FY 2024/25 ACFR and GFOA award submission, including Single Audit by statutory deadline

Implemented Tyler ERP Pro AP Automation

Implemented the Five-Year Outlook and Budget Priority Setting process

Evaluated and developed reserve policies and funding strategies for capital maintenance, pension/OPEB and IT

Investment Program enhancement – incorporated corporate securities to diversify the citywide portfolio

Reviewed and implemented defined contribution plan options (Plan 457b and 401a)

Partial list



Major Themes/Priorities FY 2026-27

Continued support of the delivery of “Big Six” CIP Projects

Project Connect, San Jose Creek Multipurpose Path, Cathedral Oaks, Goleta Train Depot, Goleta Valley Library, and Fish Passage

Modernization of Financial Systems and Process

Tyler ERP modules, budget software RFP, electronic workflows, and point of sale implementation

Financial Policy Development and Strengthening Internal Controls

Grants management, expenditure controls, cash handling, cost recovery, and reserve strategies

Revenue Administration & Economic Development Funding Strategies

Special use tax policy, assessment rate studies, Housing Impact Fee update, and business license improvements

Renegotiation of Major Contracts

Sheriff, Animal Services, SEIU, audit services, and actuarial services

FY 2026-27 Projects

1. Support delivery of the "Big Six" CIP Projects
2. Complete the FY 2025/26 Audit and Annual Comprehensive Financial Report (ACFR) and submit to the GFOA for award consideration
3. Implementation of new GASB Statement No. 103: Financial Reporting Model Improvements and GASB Statement No. 104: Disclosure of Certain Capital Assets
4. Prepare the Two-Year Budget Plan for FY 2027/28 and FY 2028/29, including assisting with updating the Two-Year Strategic Plan process, and submit to the GFOA for award consideration
5. Development of Finance Operations for the Citywide Continuity of Operations (COOP) Plan
6. Implement improvements to the Business License program to support local businesses
7. Continue evaluation and implementation of Tyler Content Manager for electronic workflow
8. Evaluate and implement economic development funding strategies
9. Evaluate and prepare last and final ROPS related to the Successor Agency of the Former RDA
10. Develop and issue an RFP for an updated Full Cost Allocation Plan and Comprehensive User Fee Study

FY 2026-27 Projects

11. Begin strategizing and preparation for contract negotiations with SEIU
12. Form steering committee and issue RFP for comprehensive budget software (Phase 1)
13. Provide support for the City's streetlighting, solid waste, and storm drain assessment rate studies
14. Develop and implement expenditure policy and procedures to assist with cost control associated with travel and local food and beverages
15. Support the Housing Impact Fee and Child Care Fee Update
16. Update existing Donation and Gift Policy, to be expanded to include sponsorships and re-titled as the "Donation, Sponsorship, and Gift Policy", and develop procedures
17. Support the Library's Capital Campaign
18. Implement Tyler ERP Pro - Contracts Module and Grants Management Module
19. Comprehensive review and modernization of General and Specialty Business License Municipal Code, including removal of outdated provisions and alignment with current practices
20. Renegotiate or extend the Sheriff contract expiring June 2027

FY 2026-27 Projects

21. Evaluate and implement requirements related to Website Accessibility Update (New DOJ Title II of the ADA regulations), along with requirements with financial reporting
22. Develop and implement a citywide Grants Management Policy, including centralized tracking and reimbursement processes
23. Renegotiate the Animal Services Contract expiring June 2027
24. Issue RFPs for audit services and actuarial services (OPEB) for FY 2027/28 and beyond
25. Update and submit the City's Investment Policy and Debt Management Policy to the California Municipal Treasurer's Association for certification
26. Implement position control and position budgeting
27. Collaboration with Library and Parks & Recreation Division on best practices for a Citywide Cash Handling Policy for in-person financial transactions
28. Migrate Goleta Valley Library, Buellton Library, and Solvang Library to point of sale system for improved service and efficiency

Long-Range Projects

29. Develop and implement a local financial, economic, and community indicators dashboard to improve data sharing and efficiencies when reporting on data
30. Pursue revenue enhancement options in collaboration with the City Manager's Office
31. Evaluate the use of AI and robotic process automation (RPA) to assist with financial transaction processing and supplement staff as a tool to streamline operations
32. Implement SB 346 – Short-Term Rental Facilitator Act of 2025 into STVR ordinance
33. Identify and implement improvements to City business license, specialty license, and citywide permitting processes to increase efficiency, ensure appropriate staffing levels, and enhance public responsiveness, in coordination with all departments and the City Manager's Office

Long-Range Projects (Continued)

34. Update and issue Banking RFP
35. Evaluate and implement GASB 87 lease accounting software
36. Phase 2 — Budget Software: Implement citywide budget software and formalize budget policy, integrating the strategic plan, work programs, and operating and capital budgets
37. Centralize finance and payroll forms onto Tyler ERP Pro electronic workflow, and develop guidance and training programs
38. Develop and implement Transient Occupancy Tax (TOT) Audit Policy and Procedures and procure contracts for TOT auditing services, including pursuing back tax collection on STVR operators

Questions and Feedback?