



TO: Mayor and Councilmembers

FROM: Michelle Greene, City Manager

SUBJECT: FY 18-19 Annual Work Programs for the City Manager and Finance Departments

RECOMMENDATION:

Discuss work priorities and adopt the Annual Work Programs for FY 2018-19 for the City Manager's Department and the Finance Department.

BACKGROUND:

In an effort to assist City staff in anticipating and completing significant projects and programs, as well as achieving the goals and objectives outlined in the City's Strategic Plan, each department will present an Annual Work Program to City Council beginning with FY 2018/19. An Annual Work Program serves to define work priorities, communicate progress on existing work commitments, balance work and available staffing resources, and establish a link to the Strategic Plan. Staff recommends instituting regular preparation of an Annual Work Program as a mechanism to allow the City Council to recognize workloads and staffing levels and set work priorities.

On March 5, 2018, the Planning and Environmental Review Department presented the first Annual Work Program to the City Council for priority-setting and discussion. The Annual Work Program for the City Manager's Department and the Finance Department are the subject of this staff report. The Neighborhood Services and Public Safety Department, Public Works Department, and the Library Department will present their Annual Work Programs this coming spring/summer.

DISCUSSION:

Purpose

The purpose of this workshop item is to update the Council on existing work commitments and to provide an opportunity for discussion of work priorities for the City Manager's and Finance Departments for the upcoming fiscal year. In addition, Council may use this workshop as a forum to consider ideas for new work projects. City staff welcomes the chance to address the issue of competing work priorities and to explore a more structured

approach to work assignments. An ordered framework will enhance the organization's efficiency and ability to get work done. To be most effective, staff resources need to be deployed within a clear framework that structures staff effort and the commitment of resources.

Staffing, Budget and Capacity Constraints

Setting of work priorities must of course occur within the constraints of budget and available staffing. Goleta is a small city with a limited staff and finite resources. Given the substantial number of competing, possible work priorities, the City should be cautious about taking on too much at any given time and be prepared to pace itself. There is a very real danger of the City spreading itself too thinly. Over time, much can be accomplished, if available resources are concentrated and projects are tackled sequentially. As recent experience has demonstrated, it is also important for the City to keep some capacity in reserve to deal with crises and emergencies that inevitably arise in any given year. Examples of such events include the Whittier Fire, the Ellwood Mesa tree crisis, the Thomas Fire and the subsequent debris flow event which drew staff away from scheduled work and was all-consuming for significant periods of time.

The Council has the fundamental role to commit resources in a way that reflects its priorities. It can, in theory, budget for more staffing or consultant services if it desires more work to be completed sooner, or it can pace work over time within the limits of existing, available staff capacity. However, while the Council always has the ability to devote more resources and hire more staff, it must carefully consider the long-term impacts to the General Fund of simply adding staff or contract services. In addition, it must consider the realistic constraints of managerial capacity to oversee more staff or consultants and work.

Scope

The City Manager's Department Annual Work Program (Attachment 1) covers the work of the divisions of the City Clerk, Community Outreach, Support Services, as well as assistance with City Council policy making, and citywide management and administration. The Finance Department's Annual Work Program (Attachment 2) covers the core functions of general accounting, payroll, accounts payable/receivable, budget preparation, investments, debt administration, annual audits, business licenses, short-term vacation rental permits and financial reporting. Both of these departments primarily provide support to other departments and their workload and projects are impacted by the demands of other departments, as well as changes in legislation and regulatory processes.

These Annual Work Programs identify current work commitments and available staffing resources, and provide a list of potential new or upcoming projects. Much of the work of these two departments is administrative and ongoing, with fewer one-time projects and studies than other departments. Therefore, fewer project schedules are contained in the attached Annual Work Programs than those of other departments, such as Planning and Environmental Review. However, as with other departments, these schedules are a conceptual tool and are subject to change due to a range of factors. Staff is looking for

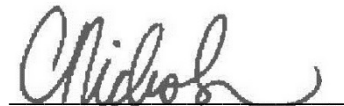
feedback on the prioritization of projects and is pleased to have the opportunity to answer any questions the City Council may have.

Looking forward, organizational assessments, similar to those conducted for Public Works and Planning and Environmental Review, are planned for the City Manager's and Neighborhood Services Departments this summer and may result in resource realignment or other recommendations which could help inform the FY 2019/20 work programs and the next two-year budget cycle.

FISCAL IMPACTS:

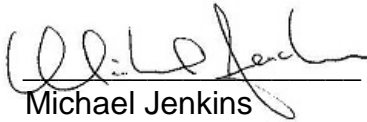
The Annual Work Programs presented herein are consistent with the adopted budget with respect to existing work commitments, including consultant resources. As a result, there are no new fiscal impacts, unless the Council chooses to devote additional resources to the Departments. Any budget implications would depend on the amount of resources or the number of additional FTEs assigned.

Reviewed By:



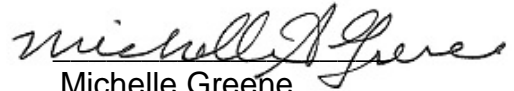
Carmen Nichols
Deputy City Manager

Legal Review By:



Michael Jenkins
City Attorney

Approved By:



Michelle Greene
City Manager

Attachments:

- 1: City Manager Department Work Plan
- 2: Finance Department Work Plan

Attachment 1
City Manager Department Work Plan

**FY 2018/19 ANNUAL WORK PROGRAM
CITY MANAGER'S DEPARTMENT**



May 3, 2018

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FY 2018-19 ANNUAL WORK PROGRAM
GENERAL MANAGEMENT AND ORGANIZATIONAL OVERSIGHT
CITY MANAGER/DEPUTY CITY MANAGER

EXECUTIVE SUMMARY

Introduction and Purpose

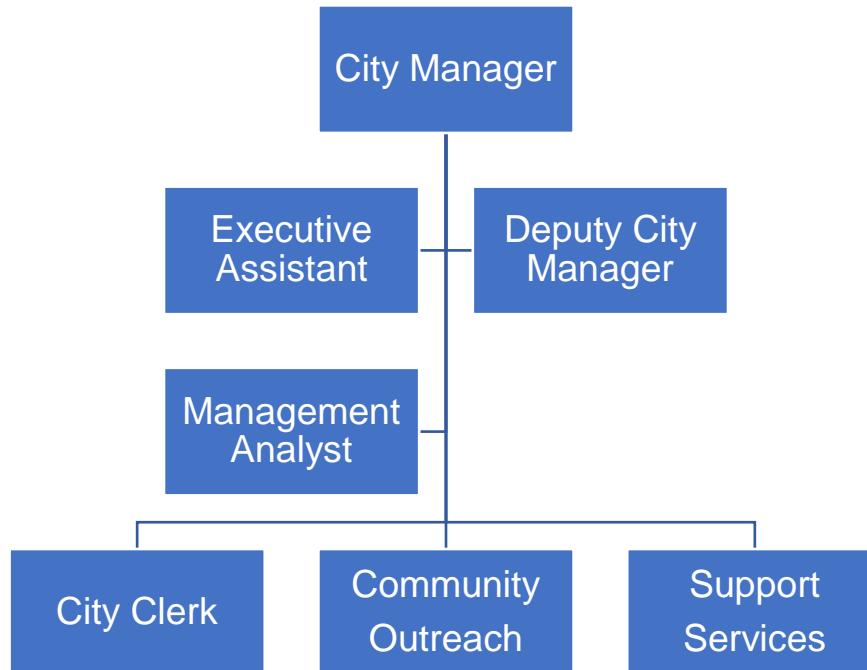
This FY 2018-19 Annual Work Program below summarizes projects and work efforts proposed for the general management and organizational oversight functions of the City Manager's Department for the upcoming fiscal year, considering both ongoing, existing commitments and potential new projects. It is intended to provide the City Council with an overview of the current work and an opportunity to consider and give direction concerning future work. The Annual Work Program creates a regular mechanism for Council to share ideas for new work efforts and discuss the work priorities.

Role of the Division

The City Manager is responsible for providing direct support to the City Council in developing and executing policy by directing and coordinating the operations of the City, and providing leadership and direction to all City Departments. The City Manager is responsible for managing day-to-day operations of the City and is supported by the Deputy City Manager, one Management Analyst and one Executive Assistant.

City Manager's Office Staffing

Besides general management and oversight of the organization, the City Manager's Department is comprised of three divisions – the City Clerk, Community Outreach and Support Services. The organizational chart for the City Manager's Department is as follows:



Projects & Programs/Ongoing Work Efforts

The table below lists projects and programs within the current scope of the Division.

Table 1: Projects and Programs, FY 2018-2019

CURRENT WORK EFFORTS, PROJECTS AND PROGRAMS
ADMINISTRATIVE
Providing management and oversight of all City departments
Development and implementation of various policies per City Council direction
Tracking, managing and reporting City Council requests
Conducting special analyses, studies, assessments and surveys as directed by the City Council
City Council meeting agenda forecasting
Managing organizational needs and ensuring a positive, productive, transparent and responsive organizational culture
SPECIFIC PROJECTS
Creation of a policy for support to other agencies funding
Streamlining the grant application approval process
Oversight of the transition of the Goleta Library to City management
<ul style="list-style-type: none"> Recruitment/Appointment of a Board of Trustees Oversight of transfer/recruitment of library employees Execution of an Agreement for the Provision of Library Services with the County of Santa Barbara Study of the feasibility of providing contract library services to the cities of Solvang and Buellton

Development of a cannabis taxation ballot measure for 2018 election
Development of a Council compensation ballot measure for 2018 election
City Council agenda report development process improvements
Development of a procurement and contract management policy
City Manager's and Neighborhood Services departmental assessments
Oversight of citywide a Work Plan development and presentation to Council
Oversight of work with the City's lobbyist
Oversight of the Goleta Depot Project, property acquisition and funding plan
Oversight of requests for state funding for the Goleta Depot and the Ellwood Mesa restoration

FY 2018-19 ANNUAL WORK PROGRAM

CITY CLERK DIVISION

EXECUTIVE SUMMARY

Introduction and Purpose

The City Clerk is the local public official who administers democratic processes such as elections, access to City records, and all legislative actions ensuring transparency to the public. The City Clerk acts as a compliance officer for federal, state, and local statutes including the Political Reform Act, the Brown Act, and the Public Records Act. The City Clerk Division provides administrative support to all departments for the City Council agenda process, records management, and commission support. The City Clerk's Division also manages the citywide records retention program.

By the end of the fiscal year, the City Clerk's Division will have processed over 296 Council reports, 90 resolutions, and 3 ordinances. Staff must follow the legal requirements for noticing and public disclosure all of which are essential to the legal and administrative functions of the City.

The City Clerk's Division provides administrative support to eight (8) boards, commissions and committees made up of 39 different individuals. When these groups have changes in their membership, the Clerk's office manages the corresponding filings, updates and recruitment to fill vacancies. (A list of the board, commissions and committees is in Table 2 at the end of this section.)

The City Clerk serves as the election official for the city and oversees the all duties related to candidate nomination, ballot measure arguments, as well as the initiative, referendum and recall processes. This unit also manages the City's Conflict of Interest Code which includes serving as the filing officer for over 100 Form 700 filers.

This FY 2018-19 Annual Work Program summarizes projects and programs proposed for the City Clerk's Division 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 and an opportunity to consider and give direction concerning the Division's future work. The Annual Work Program creates a regular mechanism for Council to share ideas for new work efforts and discuss the work priorities.

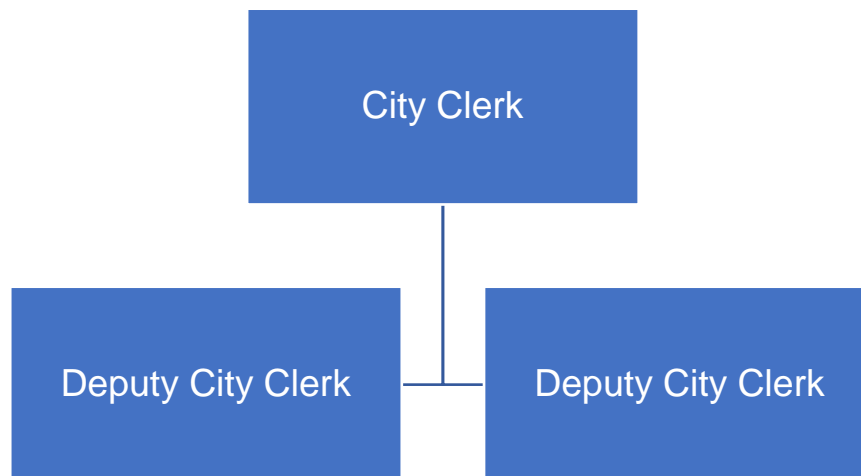
The Annual Work Program considers how the work of the Clerk's Division will support the City's Mission Statement and Core Values, as articulated in the City's Strategic Plan. It furthermore is intended to serve as a basis for future budget plan development.

Included in the Annual Work Program are generalized project schedules with deliverables and tentative completion dates. These schedules are intended as a conceptual tool for

time management. They are subject to change due to any number of factors and should not be taken as a fixed commitment.

City Clerk Division Staffing

The City Clerk's Division includes three full-time positions, the City Clerk and two Deputy City Clerks. Available staff capacity is a fundamental constraint to the work that the Clerk's Division can undertake.



Workload Constraints

The Clerk's Division provides support to all departments, such as Agenda Management and Training, Board, Commission and Committee support as well as the typical duties of the City Clerk, therefore workload is dependent on the ongoing demands of other departments.

Role of the Division

The City Clerk is the local official who administers democratic processes such as elections, access to city records, and all legislative actions ensuring transparency to the public. The City Clerk acts as a compliance officer for federal, state, and local statutes including the Political Reform Act, the Brown Act, and the Public Records Act.

Per Gov. Code, the City Clerk is responsible to ensure that the Brown Act (Gov. Code 54950 et. seq.) is followed. The Brown Act was enacted to ensure all actions are taken openly and that all deliberations are conducted openly.

The City Clerk is one of five positions that Government is vested in: Per Gov. Code 36501, general law cities are required to be governed by a City Council, City Clerk, City Treasurer, Chief of Police, Fire Chief, and such subordinate officers or employees as required by law.

The Political Reform Act of 1974 (Gov. Code 83111) addresses the financial conflicts of interests of public officials through disclosure of the official's economic interests and prohibitions on participation in making decisions that the official knows or has reason to know will result in a material financial effect on one of the official's economic interests. The City Clerk serves as the compliance officer in matters pertaining to the Act.

The Public Records Act (Gov. Code 6250) was enacted to provide access to information that enables the public to monitor the functioning of their government. This right of access to information concerning the conduct of the people's business is a fundamental and necessary right of every person. As the Custodian of Records for the City, the City Clerk is responsible for ensuring compliance with the Public Records Act.

The City Clerk serves as a liaison between the public and the City Council. The City Clerk provides easy access to information and serves as a guide to open participation in the decision- and policymaking process. The City Clerk is often the first person a member of the public contacts when seeking assistance from the City Hall.

The City Clerk provides support services to the City Council in many ways.

- Resolutions, Commendations, Awards
- Commissions
- Resources
- Research
- History, Institutional Knowledge

Thousands of statutes and regulations exist which protect democracy and provide a system of "checks and balances." It is the City Clerk's responsibility to ensure compliance with these laws, which are complex and constantly changing and evolving. The City Clerk, as the local official, must have the professional education, training, and knowledge necessary to understand and administer these laws.

Projects & Programs/Ongoing Work Efforts

The table below lists projects and programs within the current scope of the Division.

Table 1: Projects and Programs, FY 2018-2019

PROJECTS AND PROGRAMS
MEETINGS/BOARDS/COMMISSIONS/COMMITTEES
Monitor/review Council reports in the Agenda Review Workflow System
Create Agendas (regular and special)
Produce City Council agenda packets
Provide Forecast for City Manager/Mayor and Mayor Pro Tempore Agenda Review
Prepare Minutes for City Council and Successor Agency to the Goleta Redevelopment Agency meetings
ADMINISTRATION
Process Resolutions –Processed ninety resolutions to date in FY 17-18.
Process Ordinances – Processes three Ordinances to date
Oversee the Goleta Municipal Code Updates/Supplements
Public Hearings - oversaw the publication and filing of 86 notices so far in FY 2017/18
Recognition – 143 Recognition items were processed so far in FY 2017/18
Commission Administration – provide support for Commission liaison staff regarding web posting, community calendar posting, Brown Act compliance, and proper meeting procedures.
Conflict of Interest Code - The state requires the City to maintain and update a Conflict of Interest Code which designates the employees, elected officials, commissioners and consultants that are required to file Form 700 Statements of Economic Interests.
Form 700- Statement of Economic Interests - There are over 100 elected officials, employees, commissioners, and consultants who file a Form 700 with the City Clerk.
Staff Support - respond to internal and external information and research queries and Public Records Act requests.
Records Support - The Clerk's Division also responds to requests for information from the public and staff, as well as maintaining the records for the City. Through April of FY 2017/18, staff entered, tracked, and closed 63 requests.
Agenda Support – The City Clerk's Division, trains new hires and current employees on how to utilize our agenda management software including Legistar, Media Manager, GovDelivery, Vision Live and Adobe Acrobat. The City Clerk wrote a manual for utilizing these programs, handled troubleshooting situations and telephone support, assist individuals who lacked basic computer knowledge, specific application assistance and overall help with the software.
Budget - The Clerk staff works to achieve the budget goals of the department throughout the fiscal year
AB1234 Ethics Training Compliance - Ethics training is required under state law for certain elected or appointed officials. The City Clerk is responsible for the notification, filing, tracking, and follow up enforcement related to the biennial ethics training requirement. There are 45 officials in Goleta required to complete the training.
Oversee the Citywide Records Retention Schedule - The current City of Goleta Records Retention Schedule was adopted by Resolution No.13-52.This is the document which

describes the records of the City, establishes the record series life cycle, prescribes the final disposition for the records, and serves as the legal authorization for the disposition of public records.
Prepares Commission Minutes for Public Tree Advisory Commission, Parks and Recreation Commission and the Public Engagement Commission - City Commission minutes similar to the City Council.
Contracts - All City contracts are a City Clerk Department record in the Records Retention Schedule. Contracts are received by the Clerk's office for processing, imaging and storage.
The City Clerk Division interactions, communications, and processes are closely intertwined with the whole of the City administrative structure. Educating and training other employees is essential to efficiency and effectiveness.
ELECTIONS
Election Administration - The City Clerk has numerous official duties that are required by the State Elections Code.
SPECIAL PROJECTS
Agenda Report Indexing Project: The goal of the project is to have the complete meeting record (Staff Reports, Minutes, Resolutions and Ordinances) publicly available through Records Online. Final ordinances and resolutions are not currently attached to the agenda files and this will provide the public with a more complete record of the action taken.
Commissioner Manuals: Work with the City Attorneys to create Commissioners' Manual that is expected to be completed in the second half of FY 2018/19

Table 2: CITY OF GOLETA BOARDS AND COMMISSIONS

Boards and Commissions	Department/Liaison
Design Review Board	Planning and Environmental Review
Planning Commission	Planning and Environmental Review
Parks and Recreation Commission	Neighborhood Services and Public Safety
Public Tree Advisory Commission	Public Works/City Manager
Public Engagement Commission	Deputy City Manager/Community
Mosquito and Vector Management District of	
Santa Barbara County Library Advisory	
Economic Development and Revitalization	Neighborhood Services and Public Safety
Energy/Green Issues Standing Committee	Sustainability Coordinator
Finance and Audit Standing Committee	City Manager/Deputy City
Naming Standing Committee	City Manager
Ordinance Review Standing Committee	Deputy City Manager/City Clerk
Public Safety & Emergency Preparedness Standing Committee	Neighborhood Services and Public Safety
City Hall Facilities Standing Committee	City Manager
Goleta Beach Park Standing Committee	City Manager/Neighborhood Services and Public Safety Director/Planning and Environmental Services Director
Town and Gown Standing Committee	City Manager
Solid Waste Issues Standing Committee	Environmental Services Coordinator
Grant Funding Review Standing Committee	Deputy City Manager/Neighborhood Services and Public Safety

FY 2018-19 ANNUAL WORK PROGRAM
COMMUNITY OUTREACH DIVISION

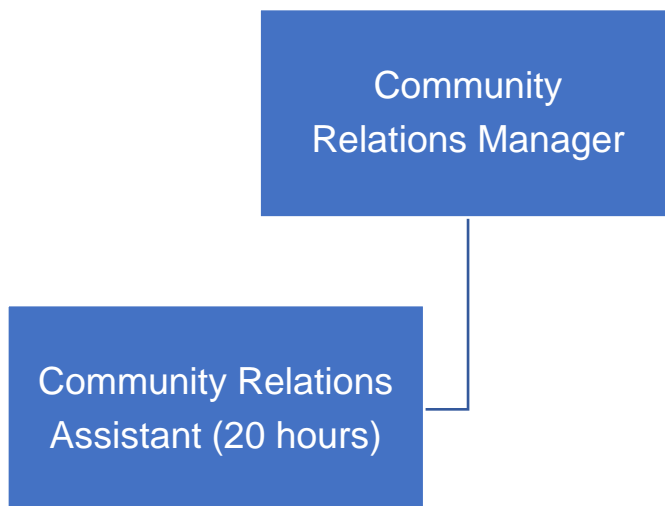
EXECUTIVE SUMMARY

Introduction and Purpose

This FY 2018-19 Annual Work Program summarizes projects and programs proposed for the Community Outreach Division (CO) 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 and an opportunity to consider and give direction concerning the Division's future work. The Annual Work Program creates a regular mechanism for Council to share ideas for new work efforts and discuss the work priorities.

Community Outreach Division Staffing

The CO Division includes one full-time Community Relations Manager and one part-time Community Relations Assistant, which equates to 1.5 FTE total. Taking on new projects is possible only to the extent that staff has capacity or new staffing resources are dedicated.



Role of the Division

The purpose of the Community Relations Division within the City Manager's Department is to provide accurate and timely information and education for the City of Goleta's many programs, projects and events to all internal and external constituencies and the media. The Division executes the City's messaging in various forms of communications and seeks to use new technologies as available. The division is also responsible for supporting citizen participation, providing emergency public information and creating content for all the City's informational tools including the website and social media. The

Community Relations Manager serves as the City’s spokesperson and provides support to the Mayor and City Council with speeches, research and community outreach activities. Other responsibilities include implementing the employee engagement activities, managing the legislative advocacy efforts, research and preparation of Public Engagement Commission materials and special projects for the City Manager and Deputy City Manager.

Workload Considerations

As the projects and initiatives of other departments increases, so does the CO workload. The workload also varies as unplanned situations which require emergency communications such as fires, debris flows and oil spills occur. The division was near capacity in FY 17-18. However, when additional responsibilities such as the Public Engagement Commission (PEC) and legislative advocacy were added to the workload, no additional staff time was allocated leaving the division workload at and above capacity.

Projects & Programs/Ongoing Work Efforts

The table below lists projects and programs within the current scope of the Division. This table does not include unplanned work, e.g., in support of emergency operations during the recent Whittier Fire, Thomas Fire and mudslides, and the Ellwood Mesa eucalyptus tree emergency. City staff contribute to a number of emergency operations support functions within the City of Goleta and at the Emergency Operations Center, and this unplanned time has amounted to multiple weeks. By their nature, these emergencies are difficult to predict and it is hard to allot staff time to them in advance.

Table 1: Projects and Programs, FY 2018-2019

CURRENT PROJECTS AND PROGRAMS
ADMINISTRATIVE
Interdepartmental coordination and support
PUBLIC OUTREACH & CITIZEN ENGAGEMENT
Public outreach for City projects, programs, and events
Public Engagement Commission (PEC)
Representation at community meetings, committees and events
Management of all public outreach tools including the City’s websites, citizen service request tool, social media
Respond to media inquiries
Respond to public inquiries
ANNUAL SPECIAL EVENTS
State of the City
Community State of the City
Goleta Dam Dinner
OTHER DUTIES
Representation meetings with regional boards and committees
Emergency communications for City and County
Strategic plan oversight

Employee engagement events and efforts
Legislative advocacy – legislative platform, League Policy Committee
Special projects for the City Manager and Deputy City Manager

Upcoming and Potential New Projects

The CO division will continue to support the existing projects and initiatives throughout FY 2018-19. Several new projects related to the PEC include:

- Implementation of the Community Survey
- Initiating the process of investigating the Charter City implications
- Present the results of the Community Survey to the City Council, including feedback on Council Compensation, Term of Mayor and Council meeting start time

In addition, the CO division has a number of “wish list” projects that staff would like to accomplish as time and budget allows. These include:

- Spanish-speaking resident engagement plan
- Citizen’s Academy
- Design and publish email/text notification postcard
- Employee Recognition Policy and additional activities
- Employee recognition for 10 and 15-year anniversaries
- PowerPoint training for staff
- Additional work on website accessibility
- Additional videos for Channel 19 on topics such as the history of the Ellwood Mesa, Goleta History in general.

FY 2018-19 ANNUAL WORK PROGRAM
SUPPORT SERVICES DIVISION

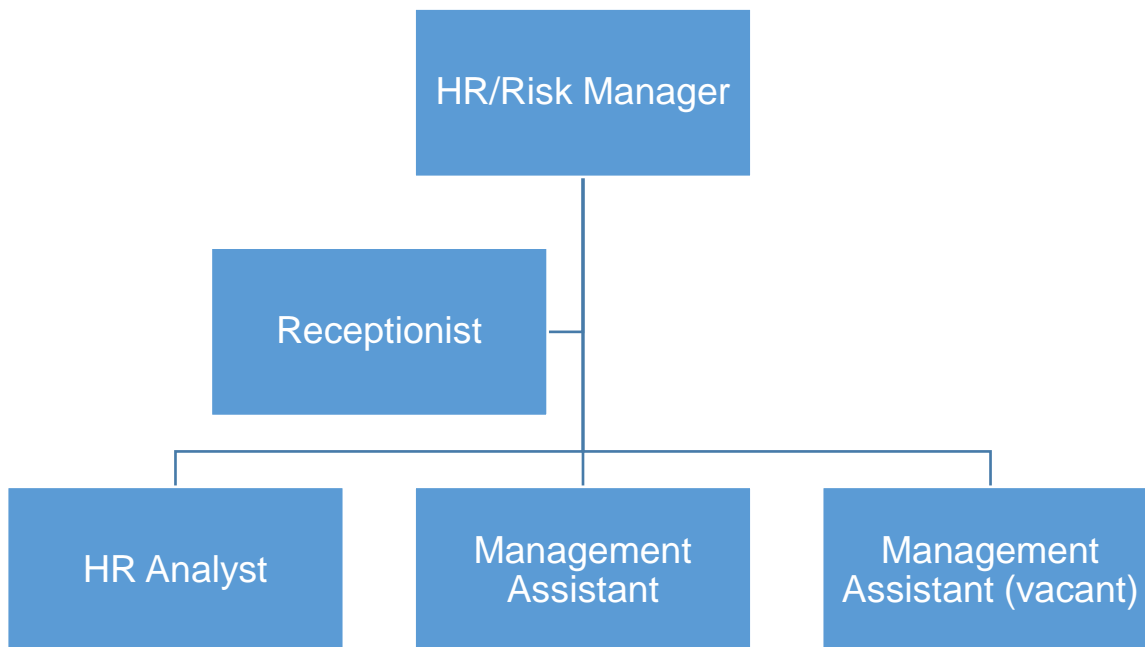
EXECUTIVE SUMMARY

Introduction and Purpose

This FY 2018-19 Annual Work Program summarizes projects and programs proposed for the Support Services Division within the City Manager's 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 and an opportunity to consider and give direction concerning the Division's future work. The Annual Work Program creates a regular mechanism for Council to share ideas for new work efforts and discuss the work priorities.

Support Services Division Organizational Structure and Staffing

The Support Services Division staff is currently organized into four, main sub-areas as follows: Support Services, Human Resources Information Technology (IT) and Risk Management. The Support Services Division is comprised of 4.70 FTE and includes one full-time HR/Risk Manager, one full-time HR Analyst, two full-time Management Assistants (one partially shared with Finance) (1.80 FTE), and one part-time Receptionist (.90 FTE). Taking on new projects is possible only to the extent that staff has capacity or new staffing resources are dedicated.



Role of the Division

The Support Services Division provides operational support to all departments in the areas of human resources, information technology and communication systems, the purchasing of citywide supplies and services, and risk management. Human Resources maintains equitable systems of classification and compensation, conducts recruitments and employee selection, initiates training, monitors performance management, and maintains labor relations. Information technology includes the technical support of the City's website, communications, databases, workstations and applications. Risk management provides for the protection of the City's assets through risk identification, avoidance, resolution, and evaluation of public liability insurance, safety, and loss prevention activities and programs. Support Services also maintains the City's Personnel Rules, compensation plan and administrative guidelines, and manages the City's risk management, worker's compensation, general liability, property, and ADA compliance programs. These are essential functions to provide efficient government services.

Workload Considerations

As other departments bring on additional resources, and their number of projects and initiatives increases, there is a corresponding increase in Support Services' workload. The workload also varies in response to unplanned emergency situations such as fires, debris flows and oil spills, which can prompt increased incident status and/or advisory communications to staff, adoption of temporary measures such as additional leave considerations and staffing or workflow changes to cover unplanned absences. The Division was near capacity in FY 17-18. The increased responsibilities related to supporting the addition of Goleta Library staff, with no additional staff resources allocated, will likely result in the departmental workload at and above capacity, and existing resources oversubscribed.

Projects & Programs/Ongoing Work Efforts

The table below lists projects and programs within the current scope of the Division. This table does not include unplanned work, e.g., in support of crisis or emergency situations that can and do arise. Over the past year, the City of Goleta has been affected by many local/regional crises and emergencies, including the Whittier Fire, Thomas Fire and debris flow event, and Ellwood Mesa eucalyptus tree emergency, which have resulted in considerable unplanned staff time. By their nature, these emergencies are unpredictable and it is difficult to allot staff time to them in advance.

Table 1: Projects and Programs, FY 2018-2019

CURRENT PROJECTS AND PROGRAMS
SUPPORT SERVICES
Reception/Front Desk – (36 hours per week)
Centralized Supplies Ordering/Inventory
Department Invoice Processing; Budget Support
Contracted Services – Printers/copiers, phone system, facilities maintenance
Recruitment Assistance
HUMAN RESOURCES
Benefits Administration – Health & Welfare, CalPERS, EAP
Classification Structure & Compensation
Recruiting & Onboarding – NEOGOV Onboard implementation
Performance Management/Annual Evaluations Program
Compliance
Payroll Coordination
Staff Training Program
Policy Development/Implementation
Personnel Rules – maintain, update, revise
Employee/Labor Relations
RISK MANAGMENT
CJPIA Risk Management Evaluation/Loss Cap
Advise Departments on Risk Avoidance/Transfer/Mitigation
Claims Process/Track/Manage/Coordinate with Contract Claims Adjustor
Insurance Certificates Processing
Contracts/Agreements Review – insurance requirements
Safety Program/Injury and Illness Prevention Program (IIPP)/Safety Committee
Audit/Update Property Schedule
Annual Renewals for All Lines of Coverage
Workers' Compensation Program
ADA Compliance Program
CJPIA Training Programs
INFORMATION TECHNOLOGY
IT Strategic Plan – staff report & recommendations
IT Services – assist contractor with help desk task follow-up
Computer Equipment – work with contractor to source, quote, purchase

Upcoming and Potential New Projects

The Support Services Department will continue to support the existing projects and initiatives throughout FY 2018-19. Upcoming and potential new projects include:

Support Services

- Update/revise supply ordering process; centrally managed online ordering
- Review of contracted services e.g. printers, phone system, facilities maintenance, other equipment/services for potential competitive bid process

Human Resources

- Research third party administrator (TPA) for benefits administration
- Rollout NEOGOV Insight/Onboard manager training
- Revise and streamline director performance evaluation instrument
- AB-1825 Harassment Training for Managers/Staff (2019)
- Revise new hire onboarding process - online portal, videos, handbook
- Add LinkedIn Recruiter seat and rotating job posting slot
- Develop/implement management training program
- Revamp/rollout staff training program
- Establish Personnel Rules annual revision process
- Revise/update Intern Program

Risk Management

- Revise/Implement Safety Program/Safety Committee
- Achieve CJPIA "Agency Exemplar" status for risk management programs
- Implement CJPIA "Company Nurse" Workers' Comp management program

Information Technology

- Implement recommendations from IT Strategic Plan
- Create internally staffed IT Services Division

Attachment 2
Finance Department Work Plan

**FY 2018/19 ANNUAL WORK PROGRAM
FINANCE DEPARTMENT**



May 3, 2018

**FY 2018-19 ANNUAL WORK PROGRAM
FINANCE DEPARTMENT**

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EXECUTIVE SUMMARY

Introduction and Purpose

This FY 2018/19 Annual Work Program summarizes projects and programs 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 the Department's future work. The Annual Work Program creates a regular mechanism for Council to share ideas for new work efforts and discuss Department's work priorities.

The Finance Department oversees the financial operations of the City and is responsible for the overall financial system, general accounting, payroll, accounts payable/receivable, budget preparation, investments, debt administration, annual audits, business licenses, short-term vacation rental permits and financial reporting. The Finance Department maintains the financial systems and records of the City in accordance with generally accepted accounting principles, applicable laws, regulations and City policies.

The Finance Department's primary functions include financial administration, accounting services, budget management, accounts payable, payroll, revenue and cash management, treasury, business licenses and permits, and purchasing.

The Annual Work Program considers how the work of the Finance Department proposed for the upcoming year will support the City's Mission Statement and Core Values, as articulated in the City's Strategic Plan. It furthermore is intended to serve as a basis for future budget plan development.

Included in the Annual Work Program for top projects and programs are generalized project schedules with deliverables and tentative completion dates. These schedules are intended as a conceptual tool for project management. They are subject to change due to any number of factors and should not be taken as a fixed commitment.

Estimates of staff time for each project or program are inherently rough and somewhat imprecise. However, cumulatively, they give a roughly accurate depiction of workload and how it relates to staffing for each function.

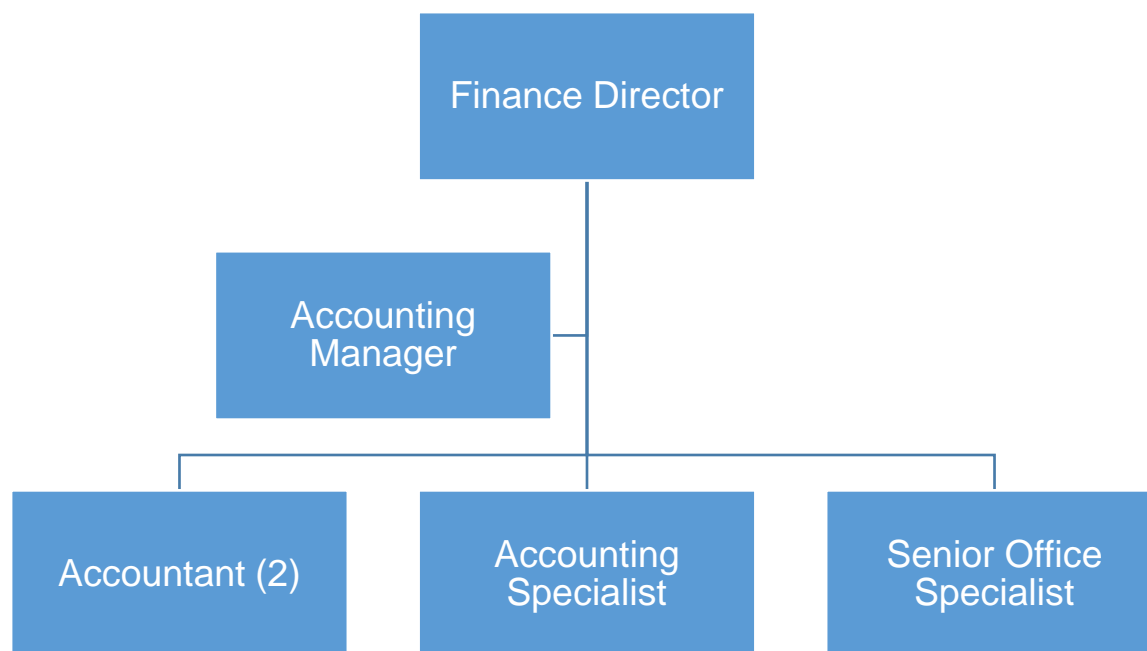
Finance Department Staffing and Organizational Structure

Available staff capacity is a fundamental constraint to the work that the Finance Department can undertake at any given time. Given this constraint, the Annual Work Program compares workload, both current project commitments and potential new projects, with available staffing. Many projects are multi-year efforts, which are still in process and require a continued commitment of resources. Taking on new projects is

possible only to the extent that staff capacity becomes available through the completion of existing commitments or new staffing resources are dedicated.

The Annual Work Program is consistent with the City's adopted two-year budget plan and assumes a total of 6.00 full-time equivalent positions (FTEs) available. The Finance Department staff currently includes one director, one manager, two accountants, one accounting specialist, and one senior office specialist. At this time, the Finance Department is short one FTE and has a vacant Accounting Specialist position. The department's organizational structure is provided in Figure 1 below:

Figure 1: Existing Finance Department Structure



Workload Considerations

The Finance Department is comprised of 6 FTEs that support functions described above. As the projects and initiatives of other departments increase, so does the Finance Departments workload as it pertains to increase financial and accounting activity. As a primary support department that is involved with all finances of the City, the Finance Department faces a significant backlog of work, and as a result are oversubscribed. This is experienced at its highest level during budget preparation and adoption and during the City's annual audit and preparing the Comprehensive Annual Financial Report that follows along.

On top of its required services and administrative responsibilities, business licenses, budget preparation, annual audits, financial reporting, payroll, accounts payable, accounts receivable, treasury and investments, short-term vacation rental permitting, including support to all City departments, the Finance Department is also regularly providing support with numerous ad hoc projects. The department has also most recently included the purchasing function in its department in FY 2016/17 that was previously in the City Manager's office.

The Finance Department has been working on process changes for improvements and establishing updated accounting policies and procedures to efficiently and effectively operate at a streamlined level given our current resource levels. To keep abreast of new laws and changes involving public fiscal matters and financial reporting requirements set by Government Accounting Standards Board (GASB), adequate time must be invested in training by attendance local and state conferences, webinars, and reviewing materials provided by Government Finance Officers Association (GFOA), California Society of Municipal Finance Officers (CSMFO), etc. Adding new projects and programs to the existing workload without reviewing priorities will continually spread thin the existing resources and compete with current priorities, and result in slowing down and delaying of special projects.

The best options to get through the backlog and address additional impacts may be to utilize a combination of extra-help through contracting out services and possibly increase staff resources by one additional FTE to provide technical accounting and finance support in regards to supporting a brand new library department, budget, contracts, and compliance with City policies and local government laws and regulations. The City Manager will be recommending the addition of 1 FTE budget analyst position starting in FY 2018/19 to provide the Department with the support it needs. Further information about this position will be presented during the upcoming budget workshops.

Role of the Department

The Finance Department's primary function is to ensure the financial integrity of the City of Goleta by providing superior financial services, maintaining the public trust, and promoting governmental efficiency, effectiveness, and accountability. The department is responsible for the maintenance of an effective financial accounting system, which accurately reflects the financial operations of the City and offers a framework for financial planning and analysis. The Finance Department also oversees and handles the investment program for the City, cash collections, accounts payable processing, payroll processing and reporting, business licenses and short term vacation rentals, transient occupancy tax collection and compliance, and is now functioning as the City's purchasing department. The primary goal is providing accurate, reliable, and timely financial information to the City Council, City Manager, City departments and outside requests using professional standards. The Finance Department is led by the Finance Director who also serves as the City's Treasurer.

The Finance Department is organized into the following categories:

- Administration
 - Compliance
 - Policies and Procedures
- Accounting Services
 - Accounts Payable
 - Payroll
 - Financial planning and reporting
 - General accounting services and policies
- Budget Management
 - Coordination and preparation of budget document
 - Year-end policy and procedures
 - Calculation of annual appropriations limit
 - Fund balance management
- Treasury
 - Revenue and Cash Management
 - User fee and charges
 - Accounts Receivable
 - Investments, banking services and debt service administration
 - Cashiering and Collections
 - City Billing and Customer Service
 - Tax Revenues (Property Taxes, Sales Tax, and Transient Occupancy Tax)
 - Special Taxes
- Business Licenses and Permits
 - General Business Licenses
 - Specialty Licenses
 - Short-Term Vacation Rentals
- Purchasing
 - Designated Purchasing Officer
 - Contract review
 - Manage procurement process and ensure compliance

Projects & Programs/Ongoing Work Efforts

The table below lists ongoing work efforts, projects and programs within the current scope of the Department. This table does not include unplanned work or ad-hoc projects and does not include all work efforts of the department.

Table 1: Finance Department Current Ongoing Work Efforts, Projects and Programs, FY 2018/19

CURRENT ONGOING WORK EFFORTS, PROJECTS AND PROGRAMS
ADMINISTRATIVE
Interdepartmental coordination and support
Supervision
Performance evaluations
Budgeting
Weekly Finance Team meetings
Provide final review for all check requests and invoices and sign off if appropriate
Respond to public and other local agency inquiries
Provide staff support to the City Council, Finance and Audit Committee
Provide financial and budgetary support and guidance to all City Departments
Ensure internal controls and compliance with City financial related policies
Maintain Master User Fees and Charges Schedule
Review and approve DIF Fee Schedule
Manage Finance's website section
Implement and recommend best practice policies related to local government finances
Participate and receive updates in accounting statements issued from Government Accounting Standards Board (GASB)
Year-end file management per City retention policy
Review financial policies and procedures and make recommendations to strengthen internal controls when necessary
Issue Requests for Proposals as needed
Manage relationship with contracted services
Attend and participate in meetings and manage relationships with other local government agencies
Provide financial updates for the Weekly Update
Oversee and coordinate annual financial audit, street audit, and gas tax audit
Participate in SEIU negotiations and prepare contract cost analysis
Review operations to ensure compliance with federal, state, and local laws, as well as City regulations and financial policies
ACCOUNTING SERVICES
Establish and maintain accounting system of funds and accounts
Prepare and review journal entries and budget adjustment entries
Prepare year-end closing entries, balance and reconcile all funds and accounts
Coordinate and communicate with City's independent auditors
Maintain and manage compensate absences schedules
Maintain capital asset schedules and work in conjunction with Public Works department
Prepare and maintain audit schedules
Maintain fund balance schedules and adjust per policy

Prepare Comprehensive Annual Financial Reports (CAFR) submit for GFOA award for Certificate of Achievement of Excellence in Financial Reporting Program
Prepare Schedule of Expenditures of Federal Awards (SEFA) for Single Audit and ensure compliance with Federal guidelines
Review/Prepare State Controller Reports (Financial Transactions, Street and Compensation)
Provide financial analysis and fiscal information to departmental users, management and City Council as needed
Create project tracking account codes as needed
Grant and fund balance reconciliation
Developer deposit account balance monitoring in coordination with project managers
Performance Bond and other liability account reconciliation
Internal audit
Administer and prepare annual City Special Taxes (Library and Street Lighting)
BUDGET MANAGEMENT
Manage and prepare City's annual budget process in conjunction with City Manager, and provide training and support for departments, analysis of budget requests, and public presentation of the recommended budget
Publish City's Two-Year Budget Plan under GFOA guidance for best practices and submit bi-annually for distinguished budget presentation award
Publish Mid-Cycle budget document and provide updated schedules of adjustments
Develop non-departmental tax revenue estimates and provide guidance to departments on sources and uses of funds
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 in implementing Annual Budget
Year-end policies and procedures, including carryovers, liquidating, and review of all outstanding purchase orders
Manage and oversee personnel budget and assist City Manager's office with salary schedules and schedule of authorized positions
Recommend budget adjustment to departments if necessary
Provide Quarterly Financial Reports to City Council
Annually Review Fund Balance and Reserve Policies
Develop Budget-in-Brief document to provide simplification and summary of City's budget
Calculate and prepare annual GANN appropriations limit for City Council adoption
ACCOUNTS PAYABLE
Receive, time stamp, and route invoices appropriately to departments
Perform audit and data entry of claims submitted for payment
Review all purchases for proper sales and use tax withholding/remit to state
Review invoices for compliance of the Purchasing Ordinance
Petty cash management
Vendor maintenance
Provide customer service to departments and vendors

Weekly positive pay review – check disbursement reports to bank
Monthly Check Register Staff Report for City Council
Issue annual 1099's to applicable vendors
Monthly Bank Reconciliation
Manage the escheatment process for unclaimed money per adopted policy
Manage the City's credit card program and recently implemented state Cal-Card program
Ensure compliance with travel policy and manage per diem advances
Manage pre-paid expenditures and deposits
Assist with year-end entries and proper expenditure accruals per generally accepted accounting principles (GAAP)
PAYROLL
Perform audit and data entry of timesheets on a bi-weekly basis
Initiate tax payments and issue quarterly and annual compensation reports
Reconcile payroll deductions and benefit accounts payable to general ledger
CalPERS bi-weekly reporting
Reconcile billing statements with receivables and payroll withholdings for employees, retirees, and COBRA
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, and benefit providers
Review time entry and provide time entry training
Monitor tracking only and project accounting codes
Annual W2's and employee assistance
Provide analysis and fiscal impacts of payroll adjustments or changes to Schedule of Authorized Positions
Tax reporting and retirement plan payments
TREASURY, REVENUE, CASH, INVESTMENT AND DEBT MANAGEMENT
Manage City's investment portfolio
Prepare monthly investment reports and quarterly treasury reports to Finance Committee and City Council
Manage the City's banking relationships
Manage the City's Broker-Dealer relationships
Ensure timely reconciliation of all cash transactions
Assist and audit departments in establishing appropriate controls and procedures for cash receipting and checks
Provide ongoing analysis of all City revenues
Manage relationships with Property Tax and Sales Tax Consultants
Monitor and track all cash flows with ongoing analysis
Operate day to day cashiering functions, receipting and processing
Daily deposits and bank runs
Generate invoices for cash collections and track accounts receivables
Collection calls if necessary
Annually review, update (if needed) and adopt City's Investment Policy
Annually review City's Debt Management Policy and recommend updates as needed

Assist with Successor Agency RDA and review related financials
Forecast and manage cash to ensure adequate liquidity for expenditure requirements
Review uncollectible accounts and recommend for write-off if necessary
Daily cash flow analysis
Annually prepare special tax rolls for Library Special Tax and Street Lighting Tax
Provide fiscal analysis and recommend and pursue financing for infrastructure funding
BUSINESS LICENSES AND PERMITS
Manage the Business License program working with Planning and Neighborhood Services and Public Safety staff
Manage the Short-Term Vacation Rental Permit Program
Administer the collection and audit of Transient Occupancy Tax, Tourism Business Improvement District assessments
Process delinquency notices and initiate collection efforts for past due accounts
Coordination with County Fire and review of other outside sources and publications for identifying unlicensed business
PURCHASING
Enforce procurement rules and regulations per City Purchasing Ordinance
Assist departments with requisitions and purchase orders
Oversee the City's purchasing and procurement process
Review contract amounts and reconcile to budget and purchase requisition
Maintain purchase order records
Review and approve contracts up to authority amount

Upcoming and Potential New Work Efforts, Projects and Programs

The Finance department will continue to support the ongoing work efforts, projects, programs, and initiatives throughout FY 2018/19. A number of new work efforts, projects and programs are currently on Finance's radar and staff will be prioritizing its resources to complete current projects to free up capacity to take on new additional projects and work efforts. Table 2 below summarizes the upcoming and potential new work efforts, projects and programs.

Table 2: Finance Department, Work Efforts, Projects and Programs

UPCOMING AND POTENTIAL NEW WORK EFFORTS, PROJECTS AND PROGRAMS	EST. COMPLETION
Accounts Receivable and Grants Management Policy	June 2018
Performance Bond Management Policy	August 2018
Enhanced Vendor Management Process – Substitute W-9 Form	November 2018
Enhance Invoice Processing with A/R software module and automation	TBD
Issue RFP for audit services and award contract	May 2018

Finalize Procurement and Contract Administration Manual	August 2018
Go live with OpenGov and utilize as a Financial Transparency Tool	October 2018
Incode Financial Software Upgrade	TBD
Update Full-Cost Allocation Plan and Comprehensive User Fee Study	April 2019
Implement and update City-wide User Fees and Charges per results of User Fee Study and recommend for Council adoption	July 2019
Work in conjunction with City Clerk's office in cleaning up document routing process	Ongoing
Provide ongoing support, training, and budget guidance to new Library department	Ongoing
Issue RFP for banking services in Winter 2019	December 2018
Develop Transient Occupancy Tax (TOT) Audit Policy and Procedures and conduct TOT audit	TBD
Develop and implement Cash Handling Policy and Procedures	TBD
Short-Term Vacation Rental Compliance and Audit with contract services	October 2018
Business License Management Policy and Procedures	Ongoing
Create a comprehensive Five-Year Financial Plan to further enhance the current Five-Year Forecast	Ongoing
Section 115 Trusts for Other Post-Employment Benefits and Pension Liabilities	November 2018
Actuarial Services for OPEB and GASB 75 compliance	August 2018
Utilize GovInvest software for pension and OPEB management	FY 2019/20
Enhance two-year budget document to include estimated maintenance and operations costs for CIP projects in conjunction with Public Works and other applicable departments	June 2019
Finalize comprehensive accounting policies and procedures manual	Ongoing
Enhance City investment portfolio per investment policy and ladder investments	Ongoing
Explore credit card merchant services and improve payment process	TBD
Transition the preparation and oversight of City's special taxes for Measure L – Library Special Tax, and Street Lighting Assessment from City Manager's Office.	June 2018
Annually review, manage adjustments, and prepare special tax rolls for City Council adoption and work with County of SB Auditor-Controller's Property Tax Division	New- Ongoing
Assist with rentals and collections of 27 South La Patera Lane	Ongoing
Provide accounting and finance support with Cannabis regulations and pending tax measure	TBD
Work in conjunction with Planning department with utilizing business license database with new permit tracking software and provide business license and finance support in conjunction with new Planning permit tracking software	TBD

Address the Revenue Neutrality Agreement	Ongoing
Assist and seek positive resolution of outstanding redevelopment issues with the State of California	Ongoing
Develop a roadmap to address future pension obligations	Ongoing
Establish online vendor payment system	TBD
Develop vendor accounting guide to ensure “clean invoices”	TBD
Provide annual trainings to staff on finance related policies and procedures	Ongoing
Assist with fiscal impacts to City with potential management and operations of other City branch libraries	TBD
Review all GFOA recommended best practices and reconcile to current city financial policies and implement those that are applicable	Ongoing