Finance, Treasury, Purchasing Overview/Planning 2019
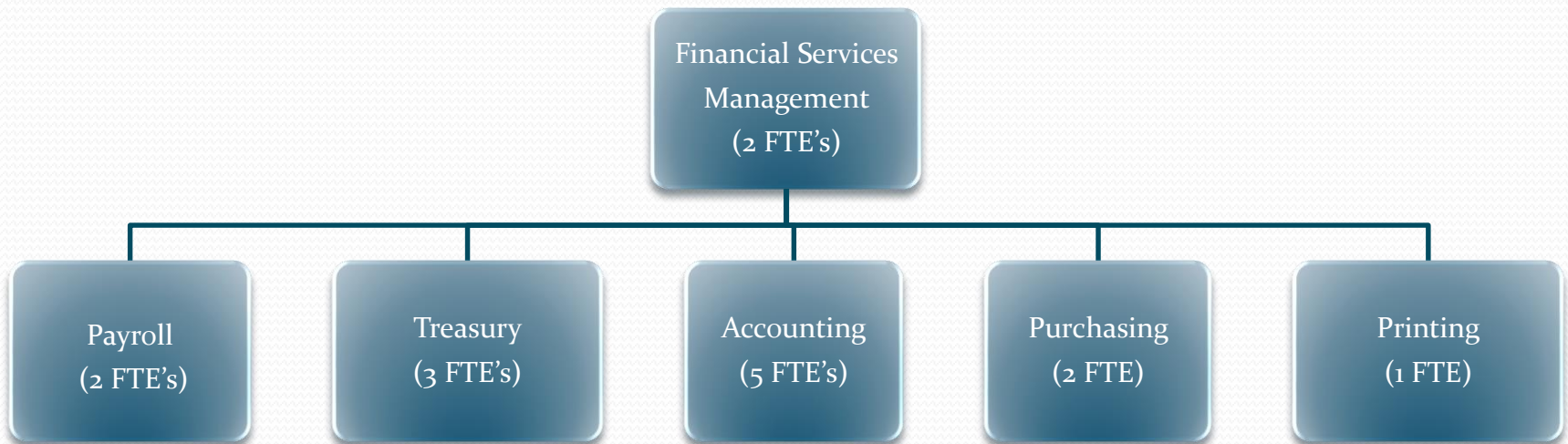
Common Council Planning Meeting

December 11, 2019

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Finance Functional Areas
15 FTE's-2018
(17 FTE's-2019)

Financial Services Management (2 FTE's)

Payroll (2 FTE's)

Treasury (3 FTE's)

Accounting (5 FTE's)

Purchasing (2 FTE)

Printing (1 FTE)

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Finance/Accounting Responsibilities

➢ Manages the financial activities of the City including:
- Annual external financial audit for City
- Coordinate & develop the budgeting process-capital & operating
- Manages the issuance of short & long-term debt
- Tax increment financial administration
- Bi-weekly payroll for all FT & PT employees
  - Manage related benefit, retirement & tax liabilities
- PILOT Program administration
- Capital assets inventory/accounting
- Cash Flow management to fund vendor & debt service payments
- Investment of City funds
- Establish annual tax levy, mill rate, tax bill preparation
- Collection of all cash receipts
- Special assessment billing/collection

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Treasurer Responsibilities

➢ Manages the tax roll:
  ▪ Real Estate (Admin and Oversight)
➢ Personal Property Tax Administration
➢ Collection of all City cash receipts
➢ Animal Licensing and Notification
➢ Room Tax Receipts and data collection

Mail, Printing & Supplies Responsibilities

➢ Maintain City supplies & materials inventory-City Hall
➢ Mail processing & distribution
➢ Full service in-house print shop
➢ Xcel Energy billing administration

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Purchasing & Central Supply Responsibilities

➢ Maintain City supplies, materials and equipment inventory-Central Supply
➢ City-wide purchasing assistance for all departments
➢ Fuel Analysis, monitoring & procurement

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2018 Accomplishments

➢ Significant software upgrades to:
  - ▪ Munis ERP (Enterprise Resource Planning) System
  - ▪ Highline Payroll System
    - ▪ Involved many extra staff hours

➢ Received 'clean' audit opinion for 2017 Financial Statements
➢ Coordinated two debt issuances for capital financing
➢ Coordinated external review of Parks projects

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2018 Accomplishments

- ➢ Reviewed and 'scrubbed' carryover funds for reallocation
- ➢ Reviewed and restructured Capital Project Funds
    - ▪ Tracking by approved project budget at adoption
    - ▪ Eliminated 23 Capital Funds from ERP system
    - ▪ Reviewed, closed and consolidated funding for closed projects to fund 2018 CIP projects
- ➢ Revamped and 'scrubbed' TIF project funding forecasts
- ➢ Reviewed all special funds for potential closure
- ➢ Initiated an assessment of the City's Core Financial module
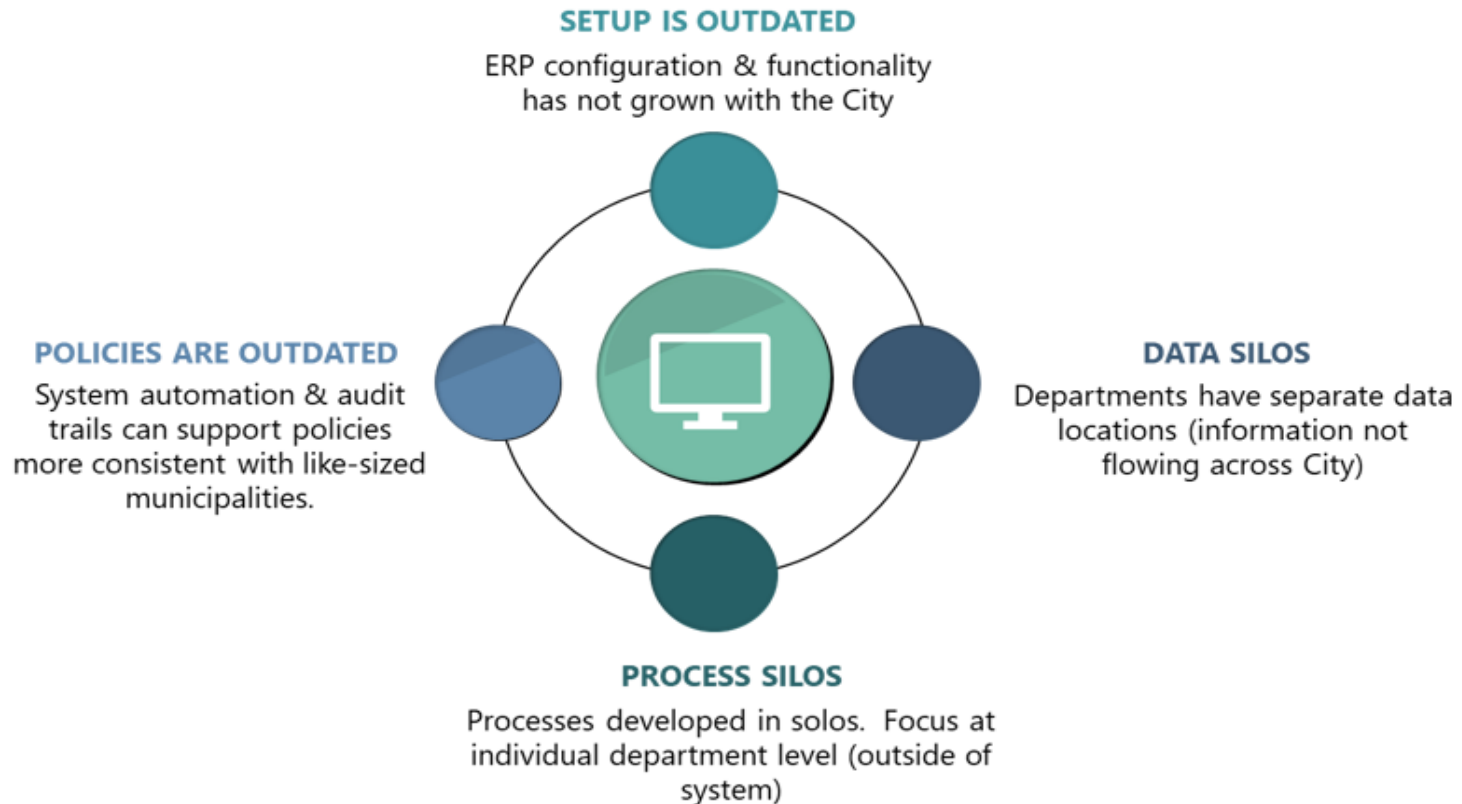   - ▪ Involved 2-days of interviews by outside CPA firm

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Current Issues

➢ City's Core Financial System:

- ▪ Munis implemented 18 years ago
- ▪ Limited upgrades performed in the past 10 yrs

- ▪ Numerous modules purchased & being paid for are either underutilized or not utilized resulting in:
  - ✓ Inability to access needed information
  - ✓ Lack of reporting capabilities
  - ✓ Overly complex and inconsistent chart of accounts
 - ✓ Lack of tools & training to track & manage activities

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Current Issues

SETUP IS OUTDATED

ERP configuration & functionality has not grown with the City

POLICIES ARE OUTDATED

System automation & audit trails can support policies more consistent with like-sized municipalities.

DATA SILOS

Departments have separate data locations (information not flowing across City)

PROCESS SILOS

Processes developed in solos. Focus at individual department level (outside of system)

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Current Issues

➢ Multiple Data & Process Silos
➢ Revenue transactions occur outside of the ERP System
➢ Over 50 separate systems & spreadsheets


Disconnected Siloed Manual Tracking
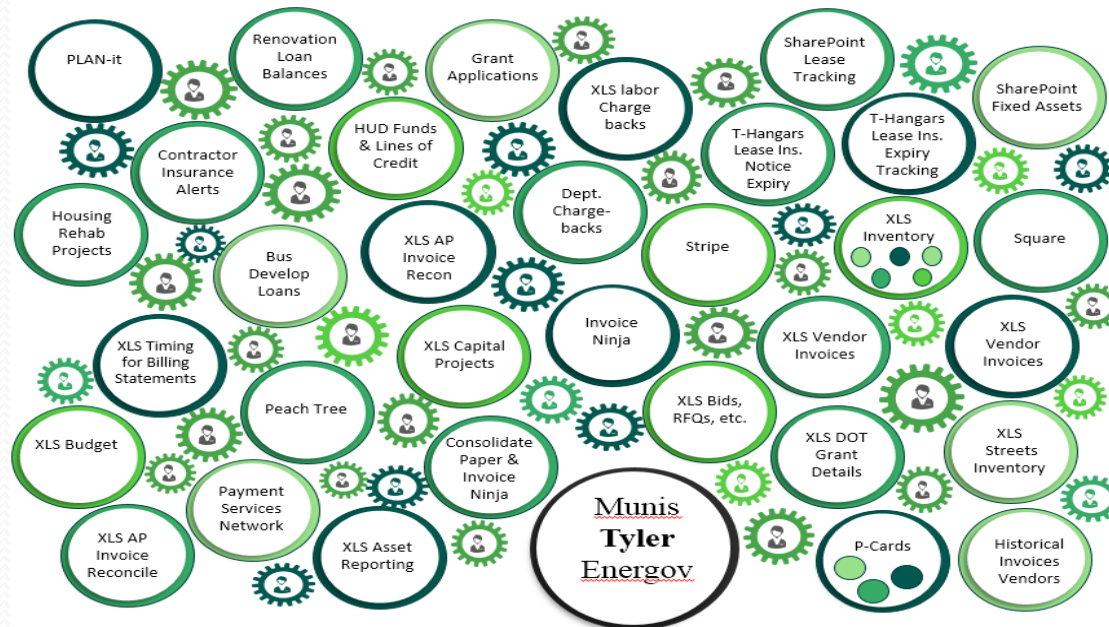
Current (Future) Issues

➢ City's Core Financial System Needs:

- Improved configuration of existing applications
- Implementation of available but as-yet unused ERP applications
- Eliminate duplication of personnel effort
- Increase financial controls
- Increase operational efficiencies

Current (Future) Issues

➢ City's Core Financial System Desired Results:

✓ **Eliminate duplicate effort**

✓ **Efficiencies**

✓ **Customer service**

✓ **Department self-service**
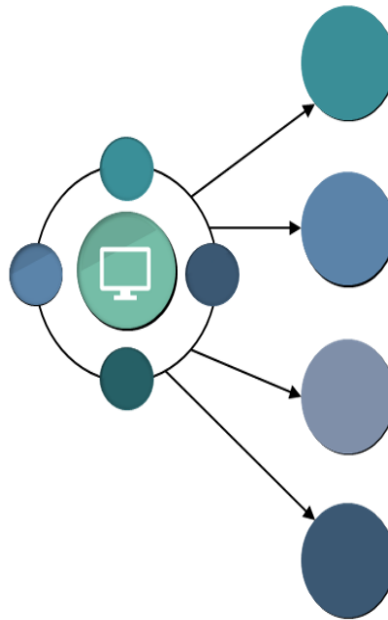
Configuration: Account for cross-department needs
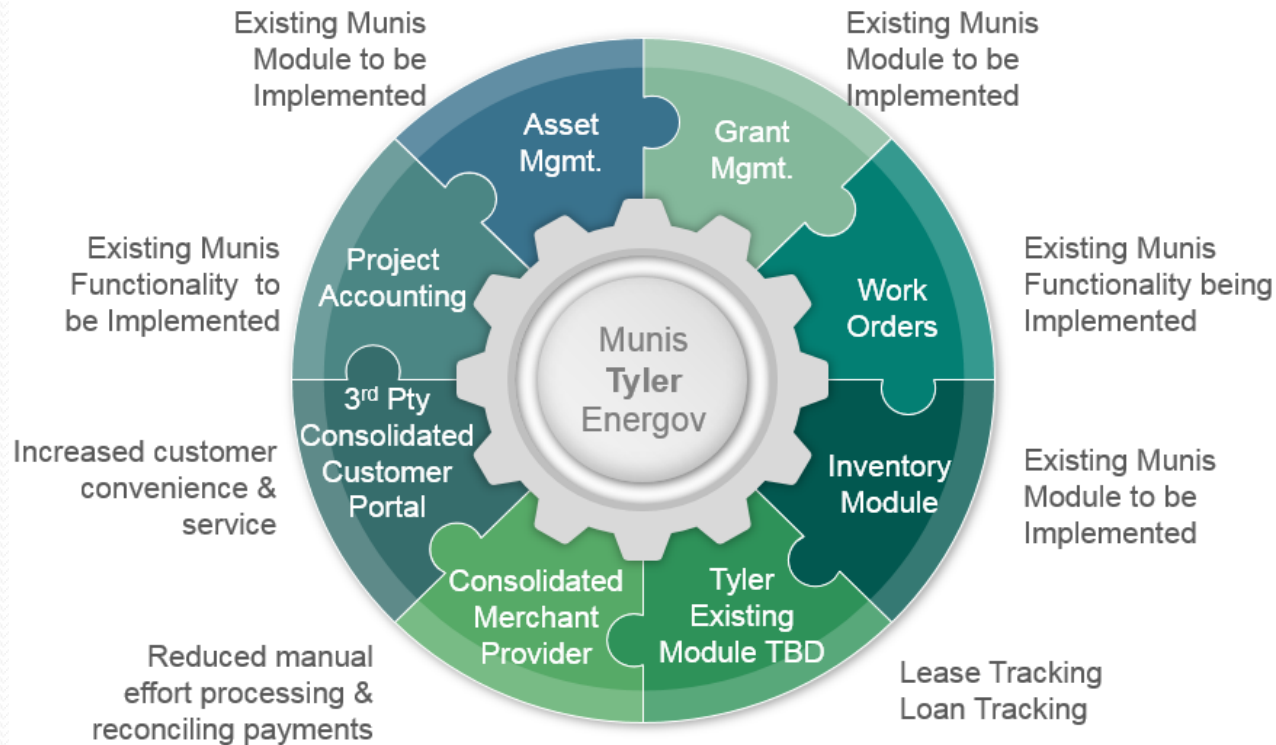
Integration: Connect systems to connect process

Process: Consistent process supported by system functionality & configuration

Centralized: Access to information

Current (Future) Issues

Integrated Use of Enterprise System

Organization's Needs

➢ Achieving full implementation of City's Core ERP System:

- Provides necessary benefits across entire organization
- External experts are necessary to provide expertise and staffing capabilities for successful "re-implementation"
- Final product training is key to successful rollout
- Connected, consolidated data and processes necessary to achieve many of the WIPFLI recommendations
- Full ERP implementation/re-engineering is necessary
  - ✓ Without this other measures are stop-gap at best

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