

Final Business Plan

Line of Business: Finance

Date of Final Changes: February 8, 2023

Final Review Date: February 9, 2023

FINANCIAL SERVICES DEPARTMENT

Strategic Business Plan

<i>Mission Statement</i>
The mission of the Financial Services Department is to provide compliant accounting, cash management, purchasing, payment services, and fiscal management to City departments and Governmental Agencies so they can efficiently and effectively deliver municipal services to their customers.
<i>Issue Statements</i>
<u>Issue 1</u> – Business Processes and Procedures The lack of understanding of established financial policies and procedures will, if not addressed, result in: <ul style="list-style-type: none">• City being out of compliance with financial rules and regulations• Delays in implementation of new services and processes• Errors leading to inaccurate information and unnecessary work• Diminished quality of decision making• Lack of confidence in Financial Services by our customers, and lack of confidence of the City of Las Cruces from the public
<u>Issue 2</u> – Financial Training The lack of training on Financial business processes, policies, and procedures that will reduce errors and violations will, if not properly addressed, result in: <ul style="list-style-type: none">• Disruption of day-to-day operations and business• Decreased resources for community needs• Delayed processes and rework
<u>Issue 3</u> – Employee Retention High turnover rates among full-time employees in Financial Services will, if not properly addressed, impact our customers as indicated by: <ul style="list-style-type: none">• Decreased productivity and morale• Increased workload on remaining staff• Delays and duplication of effort due to a lack of skills and institutional knowledge• Increase costs due to outsourcing resources and overtime

Issue 4 – Technology

The inability to effectively use the Enterprise Resource Planning (ERP) software throughout the organization will, if not properly addressed, impact our customers as indicated by:

- Inefficient processing
- Lack of timely financial information
- Increased processing errors
- Diminished ability to access needed information

Strategic Results

Strategic Result 1 – Training

Customers of the Financial Services Department will experience clear and consistent financial processes as evidenced by:

- By June 30, 2020, the Financial Services Department will have developed a customer training plan
- By December 31, 2020, 75% department survey responses will say they have an improved understanding of financial processes
- 80% of asset custodians will have received Capital Asset training

Aligned with Issue Statements 1,2,4

Strategic Result 2 – Improved Accuracy and Compliance

Customers of the Financial Services Department will experience a more efficient process and improved customer satisfaction as evidenced by:

- 85% invoices paid within 30 days
- City purchases will be compliant with the Procurement Code as per the Procurement Violation Committee
- By June 30, 2020, 75% department survey responses will say they are “extremely satisfied” or “satisfied” with the services provided by the Financial Services Department
- By July 1, 2021, 85% business processes will have written SOPs in place
- By Dec 31, 2020, 100% account strings will be completed by the 3rd business day after the request
- 100% of IRS reporting obligations will be reported by their due date
- By June 30, 2023, 90% of Travel Reimbursement checks will be made available to employees within 15 days of travel closeout
- By January 2024, 80% of vendor payments made will be distributed electronically.

Aligned with Issue Statements 1,2,4

Strategic Result 3 – Employee Retention

Customers of the Financial Services Department will experience continuity of services provided by a dedicated full-time staff as evidenced by:

- By January 1, 2020, 5% or fewer Financial Services FTE positions will be filled by temporary employees
- By January 1, 2020, 11% or less of FTE salary costs will be spent on temporary employees filling vacant positions
- By July 1, 2020, employee turnover will be 10% or less

Aligned with Issue Statement 3

Strategic Result 4 - High-Performing Organization

Customers of the Financial Services Department will experience a high-performance, customer focused and results oriented organization, as evidenced by:

- All department employees will know what is expected of them and how they align and contribute to the goals of the department as evidenced by their work plans, and performance conversations being aligned with the Department Strategic Business Plan
- By December 31, 2023, the Finance Department will develop a process to determine implementation of enhanced ERP features relevant to customer needs, the strategic plan, and improving efficiency

Aligned with Issue Statements 1,2,3,4


<i>Department Organization</i>
1. Line of Business: Office of the Director
<ul style="list-style-type: none"> • Program: Administration
2. Line of Business: Accounting and Financial Reporting
<ul style="list-style-type: none"> • Program: Accounting • Program: Fixed Asset
3. Line of Business: Procure to Pay
<ul style="list-style-type: none"> • Program: Accounts Payable • Program: Purchasing
4. Line of Business: Treasury Management
<ul style="list-style-type: none"> • Program: Cashiering • Program: Treasury
5. Line of Business: Fiscal Management
<ul style="list-style-type: none"> • Program: Budget • Program: Grants

<i>Lines of Business & Key Results</i>	
<i>Line of Business-Office of the Director</i>	
Purpose Statement	The purpose of the Office of the Director line of business is to provide leadership, financial information, and support to Las Cruces City government, citizens, Governmental Agencies, and Financial Services employees so they can benefit from a Financial Services Department achieving its strategic results in alignment with the overall direction of the City.
Key Results	<ul style="list-style-type: none"> • By July 1, 2023, 10% or lower employee turnover rate • By 2024, 75% City of Las Cruces department and Governmental Agency partners will say they have a positive collaborative relationship with the Financial Services Department that assists them in furthering their mission • By July 1, 2023, 85% business processes will have written SOPs in place • 75% departmental strategic results achieved
<i>Line of Business-Accounting and Financial Reporting</i>	
Purpose Statement	The purpose of the Accounting and Financial Reporting line of business is to provide accounting and fixed asset services to City Departments, Governmental Agencies, and employees so they can receive accurate compensation and financial information they need to make decisions.
Key Results	<ul style="list-style-type: none"> • By December 1, 2023, 85% fixed assets disposed of which met or exceeded their useful life • By 2023, 75% customers will say they have the financial information they need to make decisions • By 2023, 85% survey respondents say they can find information they need in Munis or other available reports

<i>Line of Business- Procure to Pay</i>	
Purpose Statement	The purpose of the Procure to Pay line of business is to provide procurement and payable services to Vendors, City Departments, and Governmental Agencies so they can effectively purchase needed goods and services and vendors can receive timely payments; in compliance with applicable laws and regulations.
Key Results	<ul style="list-style-type: none"> • By January 1, 2023, 85% of invoices paid within 15 days • By December 31, 2023, 75% department survey responses will say they have an improved understanding of financial processes
<i>Line of Business-Treasury Management</i>	
Purpose Statement	The purpose of the Treasury Management line of business is to provide receipt processing, cash management, and financing services to City Customers, Departments, and Governmental Agencies so they can have the resources they need to provide city services.
Key Results	<ul style="list-style-type: none"> • 70% City customers will say they are satisfied or very satisfied with the payment process • Earn a yield (quarterly and fiscal year to date) on the entire portfolio that meets or exceeds the yield on the 90-day U.S. Treasury bill for the same period
<i>Line of Business-Fiscal Management</i>	
Purpose Statement	The purpose of the Fiscal Management line of business is to provide budget and grant management services to City of Las Cruces departments so they can effectively utilize City resources and make sound decisions for the benefit of the community.
Key Results	<ul style="list-style-type: none"> • By December 31, 2023 annual 5-year financial plan will be submitted to Council for approval which will include service improvements and cost avoidance. • By December 31, 2023 all non-profits or community organizations who solicit/apply for Legislative funding will have a Council approved fiscal agreement.

<i>Programs</i>	
<i>Line of Business- Office of the Director</i>	
Purpose Statement	The purpose of the Office of the Director line of business is to provide leadership, financial information, and support to Las Cruces City government, citizens, Governmental Agencies, and Financial Services employees so they can benefit from a Financial Services Department achieving its strategic results in alignment with the overall direction of the City.
<i>Program: Administration</i>	
Program Purpose Statement	The purpose of the Administration program is to provide leadership, financial information , and support to Las Cruces City government, citizens, Governmental Agencies, and employees so they can benefit from a Financial Services department achieving its strategic results in alignment with the overall direction of the City.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> • By 2024, all department employees will know what is expected of them and how they align and contribute to the goals of the Department as evidenced by their annual work plans and performance conversations being aligned with the Department Strategic Business Plan • By 2024, 75% City of Las Cruces departments and Governmental Agency partners will say they have a positive collaborative relationship with the Financial Services Department that assists them in furthering their mission • By December 31, 2023, the Finance Department will develop a process to determine implementation of enhanced ERP features relevant to customer needs, the strategic plan and improving efficiency • By January 1, 2024, 5% or fewer Financial Services FTE positions will be filled by temporary employees • By January 1, 2024, 11% or less of FTE salary costs will be spent on temporary employees filling vacant positions • By June 30, 2024, the Financial Services Department will have developed a customer training program • By June 30, 2023, 75% department survey responses will say they are “extremely satisfied” or “satisfied” with the services provided by the Financial Services Department • By December 31, 2023, 75% department survey responses will say they have an improved understanding of financial processes • By July 1, 2023, 10% or lower employee turnover rate • By July 1, 2023, 85% business processes will have written SOPs in place • By 2023, 80% Board/Commission members will report that they receive the information they need to make informed decisions

	<ul style="list-style-type: none"> 75% departmental strategic results achieved
	<u>Outputs</u>
	<u>Demands</u>
	<u>Efficiencies</u>
Program Services	<ul style="list-style-type: none"> Ad Hoc Reports CAES (Council Action Executive Summary) City Council Presentations City Manager Briefings Council Report Departmental Budget forms Determinations Inquiry Responses Discrepancy/API Reports Federal Financial Reporting Reviews & Approvals Financial Policies Financial Report Presentations User Policies User Training Sessions Grant and Funding Request Approvals Grant Form Approvals New System Module Upgrade Implementation Plans Ordinances/Resolutions Project Reports Public Records Requests Responses Tax Report Approvals Website Financial pages Workflow Reports
Manager	Finance Director
Program Budget	
<i>Programs</i>	
<i>Line of Business- Office of the Director</i>	
Purpose Statement	The purpose of the Office of the Director line of business is to provide leadership, financial information, and support to Las Cruces City government, citizens, Governmental Agencies, and Financial Services employees so they can benefit from a Financial Services Department achieving its strategic results in alignment with the overall direction of the City.

<i>Programs</i>	
<i>Line of Business- Accounting and Financial Reporting</i>	
Purpose Statement	The purpose of the Accounting and Financial Reporting line of business is to provide accounting and fixed asset services to City Departments, Governmental Agencies, and employees so they can receive accurate compensation and financial information they need to make decisions.
<i>Program: Accounting</i>	
Program Purpose Statement	The purpose of the Accounting program is to provide reporting, analytical, and training services to City Council, City Departments, and Governmental Agencies so they can have the timely and accurate financial information they need to make decisions.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> • In December * City will have their portion of the draft of the ACFR completed by November 15th every year. • 90% account strings will be completed by the 3rd business day after the request • By 2024, 85% of survey respondents say they can find financial information they need in Munis or other available reports • 90% monthly financial information available within the 10th business day of the month • 11% or fewer Accounting Journal Entries (J/Es) will be corrections
	<p>Outputs</p> <ul style="list-style-type: none"> • # Accounting journal entries
	<p>Demands</p> <ul style="list-style-type: none"> • # Accounting journal entries expected
	<p>Efficiencies</p> <ul style="list-style-type: none"> • \$ program expenditure per Accounting journal entry completed
Program Services	<ul style="list-style-type: none"> • Account Strings • Accounting Standard Office Procedures • Accounting Training Sessions • Accounting Transactions - (i.e. Journal Entries, General Billings, etc.) • Accounting Workflow Setups • Accounts Payable and Receivable Reconciliations

	<ul style="list-style-type: none"> • Audit Inquiry Reponses • Bank Code Setups • Bank Reconciliation Reports • Comprehensive Annual Financial Report • DFA Reports • Due To/From Code Setups • Expense/Revenue Journal Entry Approval • Federal Financial Reports • Financial Grant Compliance Reports • Financial Graphs and Statements - (Statements of Revenue, Expense, and Changes in Fund Balance, Statements of Cash Flow, Statements of Net Position, Trial Balance Report) • Fund Code Setups • Inventory Counts • Legislative Drawdown Requests • Popular Annual Financial Report • Accounting Code Setups • Schedule of Expenditures of Federal Awards (SEFA)
Manager	Accounting Manager
Program Budget	
<i>Programs</i>	
<i>Line of Business-Accounting and Financial Reporting</i>	
Purpose Statement	The purpose of the Accounting and Financial Reporting line of business is to provide accounting and fixed asset services to City Departments, Governmental Agencies, and employees so they can receive accurate compensation and financial information they need to make decisions.


<i>Program: Fixed Asset</i>	
Program Purpose Statement	The purpose of the Fixed Asset program is to provide oversight and management of assets and auction services to City Departments and Governmental Agencies, so they can efficiently manage their assets in compliance with applicable rules and regulations.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> • By December 1, 2023, 90% fixed assets disposed of which met or exceeded their useful life • By April 30, 2024, 80% of asset custodians will have received Capital Asset training • 100% grant funded assets disposed in compliance with applicable rules and regulations • 90% of fixed assets dispositions will be recorded in the appropriate fiscal year •
	<p>Outputs</p> <ul style="list-style-type: none"> • # assets disposed • # assets tracked
	<p>Demands</p> <ul style="list-style-type: none"> • # anticipated assets tracked
	<p>Efficiencies</p> <ul style="list-style-type: none"> • \$ program expenditures per # fixed assets tracked
Program Services	<ul style="list-style-type: none"> • Auctions • Fixed Asset Counts • Fixed Asset Tags • Fixed Asset Trainings • Titles • Inventory counts • Capital Asset Policy
Manager	Accounting Manager
Program Budget	

<i>Programs</i>	
<i>Line of Business- Procure to Pay</i>	
Purpose Statement	The purpose of the Procure to Pay line of business is to provide procurement and payable services to Vendors, City Departments, and Governmental Agencies so they can effectively purchase needed goods and services and vendors can receive timely payments; in compliance with applicable laws and regulations.
<i>Program: Accounts Payable</i>	
Program Purpose Statement	The purpose of the Accounts Payable program is to provide payments, information, and inquiry response services to Vendors, City Departments, Governmental Agencies, and City customers so they can receive timely compensation.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> • 85% invoices paid within 15 days • By July 1, 2023, City will implement employee expense for employee reimbursements • By July 2022, City will have reduced the number of Request for Checks issued
	<p>Outputs</p> <ul style="list-style-type: none"> • # payments processed
	<p>Demands</p> <ul style="list-style-type: none"> • # payments anticipated to be required
	<p>Efficiencies</p> <ul style="list-style-type: none"> • \$ program expenditures per \$ of payments processed
Program Services	<ul style="list-style-type: none"> • City Management Briefings • Disbursements Policy and Procedures • Discrepancy Reports • Inquiry Responses • Invoice Aging Reports Invoice Workflows • Request for Checks • Travel Expense Forms • Vendor Payments • 1099 Forms
Manager	Disbursements Manager
Program Budget	

<i>Programs</i>	
<i>Line of Business- Procure to Pay</i>	
Purpose Statement	The purpose of the Procure to Pay line of business is to provide Procurement and payable services to Vendors, City Departments, and Governmental Agencies so they can effectively purchase needed goods and services and vendors can receive timely payments; in compliance with applicable laws and regulations.
<i>Program: Purchasing</i>	
Program Purpose Statement	The purpose of the Purchasing program is to provide Procurement information, technical assistance, and education services to City departments, Governmental Agencies, and vendors so that City departments and Governmental Agencies can procure the goods and services they specify by the time requested and in compliance with applicable laws and regulations.
Family of Measures	<p><u>Results</u></p> <ul style="list-style-type: none"> • 98% City purchases compliant with the Procurement Code as per the Procurement Violation Committee • 90% departments say they received the goods or services they specified • 95% of the requisitions released are converted into a purchase order within 30 days • 98% increase in number of applicable existing vendor automated Electronic Fund Transfer (EFT) payments
	<p><u>Outputs</u></p> <ul style="list-style-type: none"> • # people trained • \$ purchases managed • # EFT vendors
	<p><u>Demands</u></p> <ul style="list-style-type: none"> • # people expected to request procurement process training
	<p><u>Efficiencies</u></p> <ul style="list-style-type: none"> • \$ program expenditure per \$ purchase managed

Program Services	<ul style="list-style-type: none"> • Bids • CIP Approvals • City Council Presentations (Purchasing) • Commodity Codes • Contracts • Customer Mediation Sessions • Inquiry Responses • Price Agreements • Price Quotes • Procurement Cards • Training Sessions • Public Meeting Notices • Purchase Order Change Orders • Purchase Orders • Purchasing Managers Request to Contract • Requests for Proposals • Satellite Buyer Assignments • Services Agreements • Vendor Lists • Workflow Set Ups
Manager	Purchasing Manager
Program Budget	TBD

<i>Programs</i>	
<i>Line of Business-Treasury Treasury Management</i>	
Purpose Statement	The purpose of the Treasury Management line of business is to provide receipt processing, cash management, and financing services to City Customers, Departments, and Governmental Agencies so they can have the resources they need to provide city services.
<i>Program: Cashiering</i>	
Program Purpose Statement	The purpose of the Cashiering program is to provide payment processing services to City customers, so they can experience a courteous, convenient, and timely payment process.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> • 100% credit/debit card standards met • 90% or more of Cash Handlers will have successfully completed the required Treasury training • 70% City customers who say they are satisfied or very satisfied with the payment process • 90% Cashiers have successfully completed the required training in the past year
	<p>Outputs</p> <ul style="list-style-type: none"> • # payment transactions processed • \$ deposits recorded
	<p>Demands</p> <ul style="list-style-type: none"> • # payment transactions anticipated
	<p>Efficiencies</p> <ul style="list-style-type: none"> • \$ program expenditure per transaction
Program Services	<ul style="list-style-type: none"> • Cash Journal Entries • Cash Journal Entry Approvals • Customer Payment Receipts • Deposits • Inquiry Reponses • Training Sessions • Audit Reports
Manager	Treasurer
Program Budget	

<i>Programs</i>	
<i>Line of Business-Treasury Management</i>	
Purpose Statement	The purpose of the Treasury Management line of business is to provide receipt processing, cash management, and financing services to City Customers, Departments, and Governmental Agencies so they can have the resources they need to provide city services.
<i>Program: Treasury</i>	
Program Purpose Statement	The purpose of the Treasury program is to provide, cash management, and financing services to City Customers, Departments, and Governmental Agencies so they can have the resources they need to provide city services.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> • 0% City checks returned for nonsufficient funds • 90% General Revenue  system users have successfully completed, and are current with the required training in the past year • Earn a yield (quarterly and fiscal year to date) on the entire portfolio that meets or exceeds 20% of the yield on the 90-day U.S. Treasury bill for the same period
	<p>Outputs</p> <ul style="list-style-type: none"> • \$ cash managed
	<p>Demands</p> <ul style="list-style-type: none"> • \$ cash anticipated to require cash management
	<p>Efficiencies</p> <ul style="list-style-type: none"> • \$ program expenditures per \$ cash managed
Program Services	<ul style="list-style-type: none"> • Audit Reports • Bank Accounts • Billing Reports • Charge Codes • Completed Debt Documents • Continuing Disclosure Documents • Debt Capacity Reports • Debt Payments and Reports • Debt Rating Meetings • DFA Reports • Escheatment (Unclaimed Property) • General Billing Invoices

	<ul style="list-style-type: none"> • HUD Reports • Inquiry Responses • Interest and Investment Reports • Investment Accounts • Investment Reports • Journal Entries • Lodger's Tax Reports • Merchant Card Accounts • Payment Card Industry Compliance Reports • Special Assessment Payoff Statements • Training Sessions • Transparency Report • Unspent Funds Report
Manager	Treasurer
Program Budget	

<i>Programs</i>	
<i>Line of Business: Fiscal Management</i>	
Purpose Statement	The purpose of the Fiscal Management Line of Business is to provide Budget and Grants Management Services to City of Las Cruces Departments, so they can effectively utilize city resources and make sound decisions for the benefit of the community.
<i>Program: Budget</i>	
Program Purpose Statement	The purpose of the Budget Program is to provide financial planning, analysis, consulting, reporting, and training services to City Council, City Management and City Departments so they can have accurate and timely financial information.
Family of Measures	<p><u>Results</u></p> <ul style="list-style-type: none"> • By October 31, 2023, the City will have a Council-adopted financial policy on fee recovery. • By December 31, 2023, 100% of planned capital improvements that expand community services will include a fiscal impact statement as part of the submittal for approval. ▶ • By December 31, 2023 annual 5-year financial plan will be submitted to Council for approval which will include service improvements and cost avoidance. • By 2023 the budget will include a minimum of 80% of the cost of providing services for licenses, permits, charges for services and other fees.
	<p><u>Outputs</u></p> <ul style="list-style-type: none"> • # of persons trained on performance budgeting • # of dollars budgeted • # of special projects completed
	<p><u>Demands</u></p> <ul style="list-style-type: none"> • # of dollars anticipated to be budgeted • # of persons required to complete performance budget training • # of special projects anticipated to be assigned
	<p><u>Efficiencies</u></p> <ul style="list-style-type: none"> • \$ Program expenditure per dollar budgeted • \$ Overall annual cost of City of Las Cruces governmental per resident.

*▶ Indicates an FY '24 follow-up item

Program Services	<ul style="list-style-type: none"> • Budget Books • Budget entry training sessions • Budget workflows • Budget adjustment exhibits • Resolution and CAES Reviews • Budget justification forms • Budget neighborhood guides • Budget public meetings • Position control rooster reviews • Budget policy & procedure documents • Actual to budget reports • Budget reports • DFA budget compliance reports • Performance management evaluations • Grant funding reviews • CIP reviews • Budget inquiry responses • Department budget review consultations • City Management budget consultations • Revenue forecasts • Fund summaries • Budget presentations
Manager	Budget Manager
Program Budget	
<i>Line of Business: Fiscal Management</i>	
<i>Program: Grants Administration</i>	
Program Purpose Statement	The purpose of the Grants Administration program is to provide grant research, coordination, submittal, and award oversight services to City Departments so they can have supplemental resources to provide for City projects and/or enhanced services to the community.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> • 70% grants awarded (compared to total applications submitted) • 80% grant awards in compliance with executed agreement • 95% of closed grant award money utilized
	<p>Outputs</p> <ul style="list-style-type: none"> • \$9,000,000 target in grant award amounts • 55 target in grant application submissions • 40 target in grant submissions awarded
	<p>Demands</p> <ul style="list-style-type: none"> • # grant applications identified as eligible for submittal • \$17,000,000 target in projects for applications requested

	<p>Efficiencies</p> <ul style="list-style-type: none"> • \$ Expenditure per grant dollar awarded
Program Services	<ul style="list-style-type: none"> • Council Resolutions • Departmental Grant Consultations • Funder Site Visit Coordination • Grant Application Submissions • Grant Contracts • Grant Funder Research Report • Grant Funding Reviews • Grant Opportunity Determinations • Grant Performance Reviews • Grant Policies • Grant Standard Operating Procedures (SOP's) • Grant Training Sessions • Internal Grant Reports • Legislative Performance Report • Letters of Support/Commitment
Manager	Grants Manager
Program Budget	