



City of Lewisville Finance Department

Business Plan
FY 2024-2028
(updated 12.1.2023)

TABLE OF CONTENTS

- INTRODUCTION.....3
- 1. DEPARTMENT OVERVIEW.....4
- 2. VISION AND MISSION STATEMENT6
- 3. FINANCE DEPARTMENT GOALS7
- 4. STRATEGIES AND TASKS.....8
- 5. STRATEGIES AND TASKS - TIMELINE 10
- 6. PLAN ACCOMPLISHMENTS 18
- 7. FIVE-YEAR PLAN21
- 8. PERFORMANCE MEASURES.....23

INTRODUCTION

At the Council retreat in March 2021, departments were directed to develop five-year business plans that address the city-wide goals outlined in the Lewisville 2025 plan. For Finance, this was to be a collaborative effort involving the Finance leadership team and all team members. Beginning in October 2021, the leadership team met regularly to discuss the development of the department's business plan. The final plan included a Vision and Mission statement as well as Goals and the Strategies to be taken to achieve those goals. The Vision and Mission statement was developed with input from the entire Finance team. To help guide the development of the Vision and Mission statement, team members were asked to respond to two questions. The two questions were:

1. What one or two words best describe **who we are**?
2. What word or phrase best describes **what we do**?

Responses from team members for the question "who we are? We strive to be:

Supportive, Analytical, Friendly, Welcoming, Flexible, Connected, Team Oriented, Collaborative, Professional, Accurate, Good Stewards, Diligent, Accommodating, Compliant, Detail Oriented, Responsive, Facilitators, Consistent, Positive

Responses from team members for the question "what we do?" We strive to:

Educate, Serve Internal Customers, Provide Grant Support, Facilitate Payments of City Obligations, Utility Billing Assistance, Provider of Information to Residents, Manage City Resources, Manage the "Gray", Support User Departments, Follow Federal and State Statutes and Local Policies and Procedures

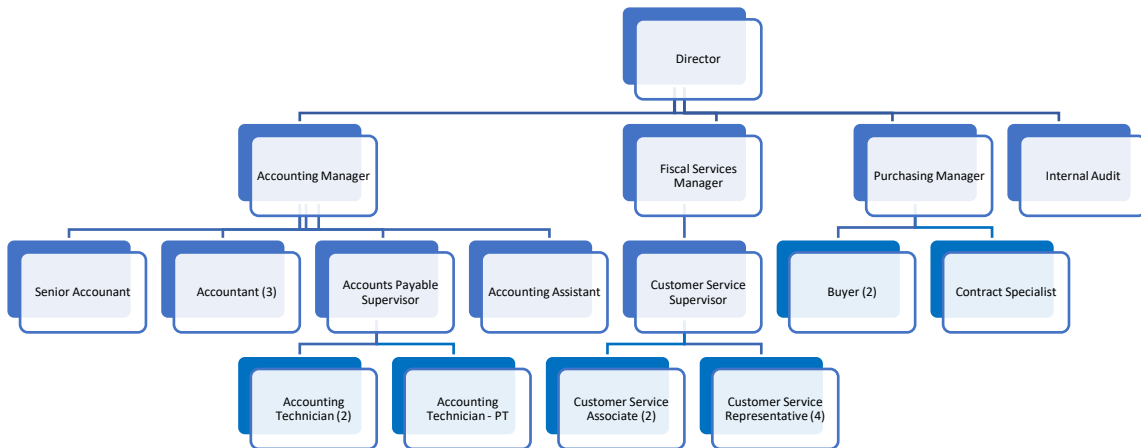
Using responses from team members and key elements of the Finance Department Vision and Mission Statement, four broad goals were developed that will drive future efforts and create the basis of our department business plan. The four broad goals can be found in Section 3 of the business plan.

The Business Plan has been updated for FY2023-24. The Finance Department's SWOT analysis was updated as part of the budget process for FY2024. The organization chart was updated to reflect changes resulting from the City's compensation study and strategies, tasks, and timelines for completion were adjusted based on work completed in FY2023. An annual refresh of the business plan will be performed in conjunction with budget preparation and be effective with the start of the new fiscal year.

1. DEPARTMENT OVERVIEW

The Lewisville Finance Department provides timely and accurate financial information to the City Council, City Administration, the resident and business community, and other interested parties. The Department is comprised of three major divisions (Accounting, Fiscal Services/Customer Service, and Purchasing) along with an Internal Audit function. The Department performs accounting, financial reporting, purchasing, and internal audit functions as well as investments, accounts payable and receivable, and utility billing operations. Additional functions of the Department include debt management, calculation of the annual tax rate, annual updating of the City’s long-range financial and capital plans

The Finance Department team consists of 22 full-time employees and 1 part-time employee. Each major division is led by a Department Manager with the customer service and accounts payable functions being led by a Department Supervisor. The organizational chart further illustrates the Department’s reporting structure.



The Finance Department has been recognized by both the Government Finance Officers Association (GFOA) and the National Procurement Institute (NPI) for excellence in the field of financial reporting and purchasing. The City has been awarded the Certificate of Achievement in Financial Reporting from the GFOA every year since 1990 and has received recognition for its Popular Annual Financial Report (PAFR) publication since 2021. The City has also been awarded the Achievement of Excellence in Procurement from the NPI each year since 1999. The City maintains a AAA rating from Standard & Poor’s and Fitch.

Finance Department

Business Plan

The Finance Department provides a supporting role to many of the Big Moves and Strategic Moves included in the Lewisville 2025 Vision Plan Update. The table below illustrates how that support will be delivered.

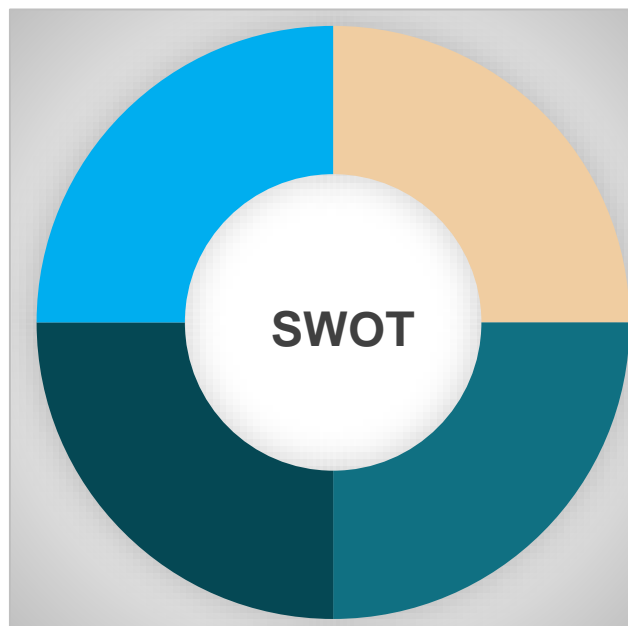
Big Moves	Department Assist
Green Centerpiece	
Secure Resources/Funding	Grants Support; Long-Range Financial Plans
Lake Park Lease	Purchasing Support
Extending the Green	
Provide Resources for O&M	Accounting Support/Manage Tax Levy; Long-Range Financial Plans
Structure for Funding Park's Foundation	Assist Establishment of Parks Foundation
Old Town	
Infrastructure Improvements	CIP Program; Annual Infrastructure Allocation
Diverse and Thriving Neighborhoods	
Castle Hills Annexation	Ongoing Annexation Support
Economic Vitality	
Chamber of Commerce-Business Retention	Purchasing Support
Sustainability	
Resource Management	Purchasing Support
Strategic Moves	Department Assist
Values-Driven	
Incorporate Listen, Learn, Lead	Purchasing Support
Transparency Efforts	Accounting Support; Metric Development
Diverse Department	Department-Wide
Infrastructure Investment	CIP Program; Annual Infrastructure Allocation
Data Driven	
Metrics/Dashboard	Department-Wide

STRENGTHS

- Bond-rating AAA
- Conservative fiscal strategies
- Strong staff support from Council
- Culture of exceptional customer service
- Dedicated and highly competent workforce
- Cooperation among departments

OPPORTUNITIES

- Improved efficiencies through software refresh/replacement
- Greater utilization of internal audit function
- Professional development opportunities
- Cross-training of staff
- 2024 bond election blue ribbon process



WEAKNESSES

- Outdated utility billing and financial management software
- Staff turnover reducing efficiencies
- Missed opportunities for staff training
- Timely updates of policies, directives, and SOP's
- Public perception of local government

THREATS

- Impacts due to legislative changes
- Inflation impacting operating and capital budgets
- Staff recruitment and retention
- Cyber activity impacting network

2. VISION AND MISSION STATEMENT

Vision:

We will be known for our culture of exceptional customer service and acknowledged as the ultimate resource of accurate, complete, and responsive financial services supporting the City Council, City Administration, and the resident and business community of Lewisville. We will be recognized by our peers, professional associations, and the financial sector as leaders in governmental accounting and reporting and in utilizing sound financial practices in meeting our duties and responsibilities.

Mission:

Our mission is to provide exemplary financial services in support of attaining shared goals and objectives for the City and to perform these services in a collaborative environment holding to the values of the organization, Value-Serve-Build, and utilizing best practices to provide financial information, systems, processes, policies, and directives that support sound financial practices, internal controls, and all fiduciary and regulatory responsibilities.

3. FINANCE DEPARTMENT GOALS

The goals of the Finance Department support one of four broad categories. These categories are Financial and Risk Management, Customer Service, and Internal Business Processes. Each goal works to achieve our mission and vision and address action priorities identified in the big moves and strategic moves of the Lewisville 2025 Vision Plan Update.

1. Provide timely and accurate financial information useful for decision-making that is easy to understand and prepared in an environment that conveys integrity, trust, transparency, and confidence.
2. Mitigate risk in the safeguarding of City assets through the use of financial best practices and education to ensure the integrity of financial accounting information, promote accountability, and prevent fraud.
3. Deliver outstanding service to our internal and external customers and be recognized as a leader in the financial community.
4. Create a culture of continuous improvement by working in partnership with all City departments to increase efficiency and productivity and improve service delivery and address applicable Big Moves and Strategic Moves from the Lewisville 2025 Vision Plan Update.

4. STRATEGIES AND TASKS

The strategies and tasks of the Finance Department outline the steps to be taken over the next five years to achieve the goals outlined for the department. These strategies will work to strengthen and promote Financial and Risk Management, Customer Service, and Internal Business Processes.

Provide timely and accurate financial information useful for decision-making that is easy to understand and prepared in an environment that conveys integrity, trust, transparency, and confidence.

- Work with the City's third-party consultants to conduct the annual bond program
- Assist with the establishment of a Blue Ribbon Committee in preparation for the May 2024 bond election
- Update the City's long-term financial plans as needed for budgeting, debt planning, and capital programming
- Develop and maintain timeframes for the completion of business processes
- Provide oversight for federal grant programs and assist departments in the application and management of funding awarded to the City.
- Uses of alternative funding mechanisms including TIF, 4B, and PID
- Utilize various media platforms in disseminating financial information

Mitigate risk in the safeguarding of City assets through the use of financial best practices and education to ensure the integrity of financial accounting information, promote accountability, and prevent fraud.

- Utilize third-party firms to assist with the City's various audit programs
- Conduct annual reviews of department policies, directives, and procedures
- Develop and maintain best practices that contribute to improved City management
- Stay abreast of legislative changes that could potentially impact City operations
- Assess and evaluate existing internal controls to determine continuing effectiveness
- Educate the City workforce on financial processes and procedures through regularly scheduled training provided by subject matter experts

Deliver outstanding service to our internal and external customers and be recognized as a leader in the financial community.

- Research and implement new methods of service delivery (in-person and virtually) and expand on those currently in place
- Participate in the GFOA and NPI annual award programs
- Investigate new technology for opportunities to improve service delivery
- Develop a staff training program to enhance customer service skillsets
- Evaluate department staffing levels and operations to balance workloads and improve operating efficiencies
- Evaluate the use of third-party vendors to deliver specialized City services

Create a culture of continuous improvement by working in partnership with all City departments to increase efficiency and productivity and improve service delivery and address applicable Big Moves and Strategic Moves from the Lewisville 2025 Vision Plan Update.

- Hire and train team members in a way that reflects the values found in the Lewisville Way to Value, Serve, and Build.
- Implement and manage recommendations of the Mayor's Commission found in the Listen, Learn, Lead final report
- Build a culture of innovation throughout the department
- Develop performance metrics to measure progress on continuous improvement goals
- Actively support Lewisville 2025 Vision
- Actively support City Sustainable Action Plan

5. STRATEGIES AND TASKS - TIMELINE

Provide timely and accurate financial information useful for decision-making that is easy to understand and prepared in an environment that conveys integrity, trust, transparency, and confidence.

- Work with the City’s third-party consultants to conduct the annual bond program
 - Work with City Financial Advisor and Bond Counsel on annual bond program
 - Anticipated Spring 2024-2028
- Assist with the establishment of a Blue Ribbon Committee in preparation for the May 2024 bond election
 - Sep - Nov 2022 Departments develop 10-year capital plans
 - November 2022 Establish Blue Ribbon Committee, Call for applicants
 - November 2022 Appoint Committee
 - Dec 2022 - May 2023 Blue Ribbon Committee review of department plans
 - Sep – Oct 2023 Public information sessions to seek feedback on preliminary plan
 - November 2023 Final prioritized capital plan/recommend funding sources
 - December 2023 Plan to City Council
 - Jan - Feb 2024 Call May 4, 2024, Election (Target January 22 or February 5 CC meeting, no later than February 16,2024 - 78 days prior to election date)
 - Feb - May 2024 Public education
 - May 4, 2024 Bond election
 - Summer 2024 GO bond sale
- Update the City’s long-term financial plans as needed for budgeting, debt planning, and capital programming
 - Annually in conjunction with budget process – May 2024-2028
- Develop and maintain timeframes for the completion of business processes
 - Business process review for each division. Select business processes to be completed – FY 2024-2028
- Provide oversight for federal grant programs and assist departments in the application and management of funding awarded to the City.
 - Update grant application – FY2024
 - Provide for bi-annual training of grant application – FY 2024, FY2026, FY2028
- Uses of alternative funding mechanisms including TIF, 4B, and PID
 - Coordinate with CMO during annual budget process

- Utilize various media platforms in disseminating financial information
 - Expand on existing City use of media options, including but not limited to Facebook, Twitter, and Linked-In. Also, expand use of printed and electronic media applications.
 - Purchasing bid and proposal opportunities – FY 2026
 - Utility bill presentation/payment options – FY 2025
 - Annual Comprehensive Financial Report – FY 2024
 - Popular Annual Financial Report – FY 2024
 - New Vendor packet – FY 2026

Mitigate risk in the safeguarding of City assets through the use of financial best practices and education to ensure the integrity of financial accounting information, promote accountability, and prevent fraud.

- Utilize third-party firms to assist with the City's various audit programs
 - Internal audit function
 - Engage with audit firm on completing proposed audit plan. Current engagement runs through FY 2025
 - Engage with audit firm for new Professional Services Agreement for period beginning FY 2025/26
 - Financial audit function
 - Engage with audit firm on completing proposed audit plan. Current engagement runs through FY 2027
 - P-Card audit function
 - Purchasing staff to pursue credentialing offered by NAPCP for the Certified Purchasing Card Professional – certification of one purchasing staff member annually through FY 2027

Finance Department

Business Plan

- Conduct annual reviews of department policies, directives, and procedures
 - Prioritize 3-5 of the existing policies, directives, and procedures to review and update annually. Review will occur across each of the four Divisions: Administration, Accounting, Customer Service and Purchasing.
 - Identify where new policies, directives, and procedures can be created.
- Develop and maintain best practices that contribute to improved City management
 - Incorporate best practices recommended by the various professional associations (GFOA, NIGP, GTOT, API)
 - Stay abreast of continuing GAAFR guidance and pronouncements offered through the GASB
- Stay abreast of legislative changes that could potentially impact City operations
 - Actively participate in the legislative process to include attending and providing verbal testimony at Committee meetings at the state level. Submit written testimony on proposed legislation through our State representatives.
 - Bi-annual legislative sessions –FY 2025, and FY 2027
 - Interim Committee sessions – FY 2024, FY2026, and FY 2028
 - In conjunction with Director of Community Relations & Tourism, keep City Manager’s Office informed of potential legislation carrying implications to City finances.
- Assess and evaluate existing internal controls to determine continuing effectiveness
 - Develop or update internal controls based on Internal Audit third-party evaluations. Conducted annually.
 - Evaluate 2-3 existing internal controls to review and update annually. Review will occur across each of the four Divisions: Administration, Accounting, Customer Service and Purchasing.
 - Identify where new internal controls can be created.

Finance Department

Business Plan

- Educate the City workforce on financial processes and procedures through regularly scheduled training provided by subject matter experts
 - Purchasing training to be conducted:
 - Purchasing and A/P topics to include purchase orders, travel, cooperative/interlocal agreements, P-Cards, City surplus/auction, year-end procedures, other
 - New employees – as needed
 - New Supervisor Training – annually
 - Additional as requested
 - Cash handling, “Red Flag” and Fraud - annually
 - Software training to include STW and Tyler-New World ERP – annually

Deliver outstanding service to our internal and external customers and be recognized as a leader in the financial community.

- Research and implement new methods of service delivery (in-person and virtually) and expand on those currently in place
 - Develop interactive on-line application for new utility customers and new vendors – FY 2024
- Participate in the GFOA and NPI annual award programs
 - GFOA Certificate of Achievement in Financial Reporting – annually (March)
 - GFOA Popular Annual Financial Report recognition – annually (March)
 - NPI Achievement of Excellence in Procurement recognition – annually (May)
- Investigate new technology for opportunities to improve service delivery
 - Upgrade to City’s ERP modules for Financial Management and HR/Payroll – FY 2024
 - Upgrade to City’s utility billing software module – FY 2024

Finance Department

Business Plan

- Develop a staff training program to enhance customer service skillsets
 - Look for opportunities to cross-train staff in daily, weekly, and other regular operational tasks – annual, ongoing
 - Customer Service
 - Miscellaneous Billing
 - Utility Billing
 - Alarm Billing
 - Customer Call Center
 - Purchasing
 - Contracting process
 - Cellular phones & P-Cards
 - Insurance validation
 - Purchase orders (informal versus formal-dollar limits)
 - Accounting
 - Bank reconciliation
 - Grant tracking and review
 - Fixed asset tracking and review
 - Debt tracking and review
 - Accounts Payable
 - Travel reimbursements
 - New vendor packets
 - IRS 1099 forms
 - Single-use accounts
 - Identify outside vendor to provide customer service skill training
 - Phone etiquette
 - Correspondence (written and verbal) skills
 - Time management
- Evaluate the use of third-party vendors to deliver specialized City services

Finance Department

Business Plan

Crate a culture of continuous improvement by working in partnership with all City departments to increase efficiency and productivity and improve service delivery and address applicable Big Moves and Strategic Moves from the Lewisville 2025 Vision Plan Update.

- Hire and train team members in a way that reflects the values found in the Lewisville Way to Value, Serve, and Build.
 - Interview questions addressed to candidates should include values items from Lewisville Way – annually, ongoing
 - Develop program to be used throughout Finance that reinforces the Way values
 - Department-wide awareness event – annual event
 - Division staff event – quarterly event
 - Onboarding program for new staff
- Implement and manage recommendations of the Mayor’s Commission found in the Listen, Learn, Lead final report
 - Increase vendor awareness – annual or semi-annual vendor event held in partnership with Chamber of Commerce – FY 2024 - FY 2028
 - Workforce Development Series – FY 2024 – FY 2028
 - In conjunction with Economic Development, hold quarterly small business development meetings through the Chamber of Commerce
 - Publicize Bid Opportunities on Social Media Platforms – FY 2024 – FY 2028
 - Work with CVB to ensure bid/proposal opportunities are posted on social media websites. Currently utilizing Facebook, Linked-In, and Twitter
- Build a culture of innovation throughout the department – FY 2024 and ongoing
 - Hold user-group meetings to discuss new ideas for improving operations/efficiencies– each Division to meet to discuss their respective duties and responsibilities. Develop ideas to share with Finance leadership team – for FY 2024, plan to hold two meetings during the year
 - Staff to look for ways that technology can improve workflows and operating efficiencies – bring suggestions to user-group meetings for consideration

- Develop performance metrics to measure progress on continuous improvement goals
 - Update and keep current existing metrics already placed on City website
 - Add performance metrics to City website to include:
 - Average days to pay accounts payable invoice – FY 2024
 - Percent Accounts Payable vendors on electronic payment – FY 2024
 - Percent Utility customers on autopay – FY 2024
 - Average days Miscellaneous Billings outstanding – FY 2025
- Actively support Lewisville 2025 Vision – annual, ongoing
- Actively support City Sustainable Action Plan – annually, ongoing

ENERGY / ENERGY AUDIT

- Advance Energy Performance of City Facilities and Properties
 - Assist in the development of solicitations to ensure design elements related to sustainability are included

WATER

- Improve the Efficiency of Water Demand/Use by Setting Measurable Goals to Reduce Water Consumption
 - Utility billing incorporated into its billing rate an inclining block rate structure (conservation pricing) which encourages customers to lower usage levels through a pricing mechanism.
 - Will engage annually with utility customers through written/email correspondence to encourage responsible use of water.
- Finance continues to encourage the use of "eBills" for customers rather than receiving a hard copy. We can hold additional campaigns to continue to put this out in front of the customer.

WASTE and RESOURCE MANAGEMENT

- Improve the City's Purchasing Practices by Continuing to Add Sustainability Priorities
 - Work with Purchasing to review procurement processes and identify opportunities to integrate sustainability measures.
 - Finance-Purchasing will continue to look for opportunities to incorporate sustainability into its purchasing practices. Partner with vendors who provide sustainable products as part of their product offering.
 - Purchasing will continue to include sustainability information as part of the bid packet and highlight during the bid process.
- Accounts Payable desires to move away from paper checks and move to ACH type payments. We can further promote this option with regular outreach to the vendors. We are also implementing single use accounts (SUA) as a payment option for vendors. An SUA will provide a one-time unique account code which can then be used to process payment via a credit card.

6. PLAN ACCOMPLISHMENTS

The Finance Department has made significant progress in completing tasks outlined in the five-year business plan for fiscal year 2023. However, it was necessary that some tasks spill over into the following fiscal year due to limited time or resources. Fiscal year 2023 was a year of transition and settling in for many new staff members which limited our time available for addressing some of these tasks.

Revising the five-year plan to account for these changes is a prudent step. It allows the department to adapt to the evolving circumstances and ensure that the plan remains relevant and achievable. In the revised plan, you may consider addressing the following points:

1. Identify the tasks that were successfully completed in Fiscal Year 2023. This will help provide a clear picture of the accomplishments and what was achieved.
2. Outline the specific tasks that were not completed and are being moved to the following fiscal year. Explain the reasons for the delays or adjustments. This can help stakeholders understand the rationale behind the changes.
3. Revise the timelines and deadlines for the tasks in the five-year plan, taking into account the lessons learned from the previous year. Adjusting timelines to be more realistic can help in better planning and resource allocation.
4. Reevaluate the resources, including personnel, budget, and technology, required to accomplish the remaining tasks and make any necessary adjustments.
5. Communicate the revised plan with key stakeholders, such as senior management, the board of directors, or relevant teams, to ensure alignment and support for the new goals and objectives.
6. Continue to monitor progress, update the plan as needed, and conduct periodic reviews to track the department's performance and adapt to any unforeseen challenges.

By revising the plan and making the necessary adjustments, the Finance Department can maintain its focus on achieving its long-term goals and stay agile in response to changing circumstances.

Finance Department

Business Plan

Accomplishments during FY 2023 are listed below.

Goal Area: Financial

- Completed FY 2023 bond program, issuing GO and Utility bonds to support infrastructure improvements
- Worked with CMO and Budget on Blue Ribbon planning and 2024 bond election
- Updated long-range financial plans for annual budget
- Performed a business process review of purchasing, implemented a number of changes to the Purchasing Directive to improve efficiencies for Finance and other City Departments

Goal Area: Risk

- Internal Audits for Public Safety Procedures and Document Retention and Public Information Requests
- Successful completion of annual financial audit and compilation of Annual Comprehensive Financial Report
- RFP for Financial Audit Services
- Participate and monitor proposed legislative changes for impacts to City financial operations
- Provided City-wide training in Purchasing/A-P, and New World software program

Goal Area: Service

- Participated in GFOA and NPI award programs for ACFR, PAFR, and AEP
- Evaluated current Finance Department staffing levels, reallocated staffing to meet needs of the department. Additional support provided to A/P

Goal Area: Improvement

- Hired and trained new department staff
- Bid/Proposal opportunities offered on social media
- Actively supported Lewisville 2025 vision-strategic and big moves

Finance Department

Business Plan

Items not completed and carried over to FY 2024

Goal Area: Financial

- Grant application update
- Grant application training
- Uses of alternative funding mechanisms (TIF, 4B, PID)
- Expanded use of media platforms for ACFR/PAFR

Goal Area: Risk

- P-card credentialing of Purchasing team members
- Develop and maintain best practice procedures for finance operations

Goal Area: Service

- Complete on-line application for new water service
- Investigate new technologies for financial management, HR/Payroll, and utility billing
- Develop a long-term staff training program
- Consider opportunities for 3rd party service delivery

Goal Area: Improvement

- Manage recommendation from LLL report
 - Vendor events
 - Workforce development
- Build culture of innovation
- Develop performance metrics for A/P
- Support for sustainability action plan

7. FIVE-YEAR PLAN (UPDATED)

Five-Year Plan for Task Completion						
Goal	Task	Fiscal Year				
		2024	2025	2026	2027	2028
Financial	Bond Program	X	X	X	X	X
Financial	Blue Ribbon Committee					
Financial	Long-Range Financial Plans	X	X	X	X	X
Financial	Business Process Review	X	X	X	X	X
	<i>Review Area</i>	<i>A/P</i>	<i>UB/MB</i>	<i>Accounting</i>	<i>Admin</i>	<i>Purchasing</i>
Financial	Grant Application Update	X				
Financial	Grant Application Training	X		X		X
Financial	Alternative Funding Options	X	X	X	X	X
Financial	Expand Use of Media Platforms	X	X	X	X	
	<i>Review Area</i>	<i>ACFR/PAFR</i>	<i>Bid/Proposals Vendor Pkt</i>	<i>UB P&P</i>	<i>A/P</i>	<i>TBD</i>
Risk	3rd Party Support - Internal Audit	X	X			
	Internal Controls Evaluation	X	X	X	X	X
Risk	Assess 3rd Party Support - IA Program		X			
Risk	3rd Party Support - Financial Audit	X	X	X	X	X
Risk	RFP for Financial Audit Services					
Risk	P-Card Credentialling - NAPCP	X	X	X	X	
Risk	Review of Policies/Directives/SOPs	X	X	X	X	X
Risk	Best Practices Consideration	X	X	X	X	X
Risk	Legislative Engagement					
	<i>Bi-annual Legislative Sessions</i>		X		X	
	<i>Interim Committee Charges</i>	X		X		X
Risk	Financial Process Training					
	<i>Purchasing and A/P</i>	X	X	X	X	X
	<i>Cash Handling</i>	X	X	X	X	X
	<i>Software</i>	X	X	X	X	X
Service	On-Line Application for UB	X				
Service	Participation in GFOA and NPI Award Programs					
	<i>ACFR</i>	X	X	X	X	X
	<i>PAFR</i>	X	X	X	X	X
	<i>AEP</i>	X	X	X	X	X
Service	Investigate New Technology					
	<i>UB Software</i>	X	X			
	<i>HR/Payroll Software</i>	X	X			
	<i>Financial Management Software</i>	X	X			
		<i>(selection)</i>	<i>(implementation)</i>			
Service	Develop Staff Training Program	X				
Service	Evaluate Department Staffing Levels		X		X	
Service	Consider Opportunities 3rd Party Service Delivery	X	X	X	X	X

Finance Department

Business Plan

Improvement	Hire/Train Finance Team Members	X	X	X	X	X
Improvement	Manage Recommendations from LLL Report					
	<i>Vendor Events w/Chamber (ED)</i>	X	X	X	X	X
	<i>NCTRCA Membership</i>					
	<i>Workforce Development (ED)</i>	X	X	X	X	X
Improvement	Bid/Proposal Opportunities on Social Media	X	X	X	X	X
Improvement	Build Culture of Innovation	X	X	X	X	X
Improvement	Develop Performance Metrics					
	<i>Accounts Payable/Accounts Receivable</i>	X	X	X	X	X
Improvement	Actively Support Lewisville 2025 Vision					
	Big Moves					
	<i>Green Centerpiece</i>	X	X	X	X	X
	<i>Extending the Green</i>	X	X	X	X	X
	<i>Old Town</i>	X	X	X	X	X
	<i>Diverse/Thriving Neighborhoods</i>	X	X	X	X	X
	<i>Economic Vitality</i>	X	X	X	X	X
	<i>Sustainability</i>	X	X	X	X	X
	Strategic Moves					
	<i>Values Driven</i>	X	X	X	X	X
	<i>Data Driven</i>	X	X	X	X	X
Improvement	Actively Support Sustainability Action Plan					
	<i>Energy</i>	X	X	X	X	X
	<i>Water</i>	X	X	X	X	X
	<i>Waste/Resource Management</i>	X	X	X	X	X

8. PERFORMANCE MEASURES

PERFORMANCE METRICS

Metric	Action Items	Actual Progress	Goal Percent Complete	Target FY
Business Process Review	One Review Area Annually - Five Total Areas			2027
Purchasing	Year One	20%	20%	2023
Accounts Payable	Year Two		40%	2024
Utility Billing/Miscellaneous Billing	Year Three		60%	2025
Accounting	Year Four		80%	2026
Administration	Year Five		100%	2027
Expand use of Media Platforms	One Review Area Annually - Three Total Areas			2025
ACFR / PAFR	Year One	0%	33%	2023
Utility Billing - Bill Payment and Presentation	Year Two		67%	2024
Bids / Proposals / Vendor Packets	Year Three		100%	2025
Review of Policies / Directives / SOP's	Three to Five Reviewed Annually (per Division)			2027
Administration	3-5 reviewed annually.	10%	75%	2027
Accounting / Accounts Payable	3-5 reviewed annually.		75%	2027
Customer Service / Utility Billing	3-5 reviewed annually.		75%	2027
Purchasing	3-5 reviewed annually.		75%	2027
Internal Control Review	Evaluate Existing Internal Control Program			2027
Administration	3-5 reviewed annually.	10%	100%	2027
Accounting / Accounts Payable	3-5 reviewed annually.		100%	2027
Customer Service / Utility Billing	3-5 reviewed annually.		100%	2027
Purchasing	3-5 reviewed annually.		100%	2027
Financial Process Training	Annual City-Wide Training			2027
Purchasing and Accounts Payable	New Employee and New Supervisor Training, Ad-Hoc Training	20%	100%	2027
Cash Handling	New Employee and Refresher Training	0%	100%	2027
Software	New Employee and Refresher Training	20%	100%	2027
Develop Staff Training Program	Finance Department Staff - Cross-Training and Continuing Ed			2025
Accounting	Bank Recs / Grant Tracking / Fixed Assets / Debt	0%	100%	2025
Accounts Payable	Travel Reimbursements / New Vendors / 1099 Forms / SUA	0%	100%	2025
Customer Service / Utility Billing	UB / MB / Alarms / Customer Call Center	0%	100%	2025
Purchasing	Contracting / Cell Phone & P-Cards / Insurance Validation / PO's	0%	100%	2025
Review and Update Performance Metrics	Review Areas to Include AP, AR, UB and MB			2024
Accounts Payable	Year One	0%	50%	2023
Utility Billing and Other Accounts Receivable	Year Two		100%	2024
Employee Engagement Efforts	Annual Survey, Quarterly Follow-Up, Team Building Events			2027
Annual Survey	Annually in May/June	0%	100%	2027
Quarterly Team Meetings	Quarterly in July, October, January, and April	0%	100%	2027
Team Building Events (Monthly)	Monthly - Dates TBD	20%	100%	2027