



Arctic Slope Community Foundation

Success for Nonprofit Audit Preparation Program (SNAPP)

Finance Calendar and Reporting Cycle Toolkit

A Complete Annual Calendar of Financial Deadlines for Alaska Municipalities

How to Use This Toolkit

Missed deadlines generate penalties, audit findings, and damaged relationships with grantors and regulatory agencies. This toolkit provides a complete annual calendar of every recurring financial deadline for Alaska municipalities, organized by month and by deadline type. Print it, post it, and update it with your city's grant-specific deadlines.

This calendar assumes:

- Fiscal Year: July 1 through June 30 (the most common fiscal year for Alaska municipalities)
- Payroll Tax Calendar: Based on IRS calendar-year filing requirements
- Grant Deadlines: Placeholders provided — replace with your city's actual grant reporting dates
- Council Meetings: Assumed monthly — adjust if your city meets bi-monthly or on a different schedule

Why a Finance Calendar Is Essential

IRS Form 941 late filing penalty: 5% of unpaid tax per month, up to 25%. Late deposit penalty: up to 15% of the deposit amount.

W-2 and 1099 late filing: \$60–\$310 per form depending on how late, with no maximum for intentional disregard.

Grant reports filed late can result in payment holds, funding suspension, or termination of the award.

Missing a budget amendment deadline means expenditures exceed legal appropriation authority — a compliance violation.

Bank reconciliations completed late compound into backlogs that take 5–10x longer to resolve than if done on time.

Section 1: Fixed Federal and State Deadlines

These deadlines apply to every municipality regardless of size. They are set by the IRS, Social Security Administration, Alaska Department of Labor, and Alaska Division of Retirement and Benefits. They do not change year to year.

IRS Payroll Tax Deadlines (Calendar Year)

Filing	Deadline	Since	Penalty for Late Filing
Form 941 — Q1 (Jan–Mar)	April 30	IRS	5% of unpaid tax per month (up to 25%) + late deposit penalties
Form 941 — Q2 (Apr–Jun)	July 31	IRS	Same as above
Form 941 — Q3 (Jul–Sep)	October 31	IRS	Same as above
Form 941 — Q4 (Oct–Dec)	January 31	IRS	Same as above
Form W-2 — Employee copies	January 31	IRS / SSA	\$60–\$310 per form depending on delay
Form W-2 — SSA filing	January 31	SSA	Same penalties as employee copies
Form W-3 — Transmittal	January 31	SSA	Filed with W-2s
Form 1099-NEC — Contractor copies	January 31	IRS	\$60–\$310 per form depending on delay
Form 1099-NEC — IRS filing	January 31	IRS	Same as above
Payroll tax deposits	Semi-weekly or monthly (per IRS schedule)	IRS	2%–15% of deposit depending on days late

Alaska State Deadlines

Filing	Deadline	Agency	Notes
Alaska SUTA Report — Q1	April 30	AK Dept. of Labor	State unemployment tax; filed with quarterly wage report
Alaska SUTA Report — Q2	July 31	AK Dept. of Labor	Same
Alaska SUTA Report — Q3	October 31	AK Dept. of Labor	Same
Alaska SUTA Report — Q4	January 31	AK Dept. of Labor	Same
PERS/TERS Contributions	Monthly (by the 15th of the following month)	AK Division of Retirement	Late remittances accrue interest; can trigger audit findings
Annual Financial Report (if required)	Per DCCED schedule	AK DCCED	Not all cities are required; check with DCCED

Section 2: Month-by-Month Finance Calendar

This calendar is organized by Alaska's July–June fiscal year. Recurring monthly tasks appear in every month. Special deadlines and seasonal tasks are listed separately under each month.

Recurring Monthly Tasks (Every Month)

By the 1st: Download bank statements for all accounts for the prior month.

By the 3rd: Review bank statements; enter missing transactions in QuickBooks.

By the 10th: Complete bank reconciliation for each account.

By the 15th: Provide reconciliation packages to mayor for review and signature.

By the 15th: PERS/TERS contributions remitted for the prior month.

By the 15th: Review AP Aging; follow up on items over 30 days.

By the 18th: Prepare council financial report package.

At council meeting: Present Budget vs. Actual report, check register, cash position, and grant status.

By the 20th: File all completed documents in audit folder structure.

JULY — Fiscal Year Start

Special This Month:

- Enter new fiscal year budget in QuickBooks
- Set up new fiscal year audit folder structure
- Review prior year: confirm all June reconciliations are complete
- Begin prior year-end close procedures (see Year-End Toolkit)
- Review all active grant periods of performance — update inventory tracker

AUGUST

Special This Month:

- Complete all prior fiscal year bank reconciliations (if not yet done)
- Finalize prior year QuickBooks adjustments
- Review prior year corrective action plan — confirm items are in progress

SEPTEMBER

Special This Month:

- Quarter-end: Begin quarterly payroll tax reconciliation (Q1 of FY)
- Review grant spending vs. award for each active grant (quarterly check)

OCTOBER

Special This Month:

- IRS Form 941 due: Q3 calendar year (October 31)

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- Alaska SUTA Report due: Q3 calendar year (October 31)
 - Quarterly payroll tax deposits reconciled to QuickBooks
 - Quarterly QuickBooks Audit Trail review

NOVEMBER

Special This Month:

- Pre-audit self-assessment if audit is scheduled for December–February
- Contact auditor to confirm engagement date and receive PBC list
- Review prior audit findings — update corrective action tracker

DECEMBER

Special This Month:

- Mid-year budget review: run Budget vs. Actual for July–November
- Identify any budget categories approaching limits — prepare amendments if needed
- Quarter-end: quarterly payroll tax reconciliation (Q2 of FY)
- Review grant spending vs. award (quarterly check)
- Calendar year-end payroll: prepare for W-2 and 1099 processing

JANUARY

Special This Month:

- IRS Form 941 due: Q4 calendar year (January 31)
- Alaska SUTA Report due: Q4 calendar year (January 31)
- W-2s due to all employees (January 31)
- W-2s and W-3 filed with Social Security Administration (January 31)
- 1099-NEC due to all qualifying contractors (January 31)
- 1099-NEC filed with IRS (January 31)
- Quarterly payroll tax deposits reconciled to QuickBooks
- Quarterly QuickBooks Audit Trail review
- Annual employee roster review by mayor
- Annual bank signature card review

FEBRUARY

Special This Month:

- Common audit fieldwork period for Alaska municipalities
- Audit support file complete and provided to auditor
- Designate point of contact for auditor requests
- Do not alter QuickBooks data during fieldwork without auditor approval

MARCH

Special This Month:

- Audit fieldwork may continue or conclude
- Review draft audit report for factual accuracy (if received)
- Quarter-end: quarterly payroll tax reconciliation (Q3 of FY)
- Review grant spending vs. award (quarterly check)

APRIL

Special This Month:

- IRS Form 941 due: Q1 calendar year (April 30)
- Alaska SUTA Report due: Q1 calendar year (April 30)
- Quarterly payroll tax deposits reconciled to QuickBooks
- Quarterly QuickBooks Audit Trail review
- Present final audit report to council (if received)
- Adopt corrective action plan for any audit findings
- Begin next fiscal year budget preparation process

MAY**Special This Month:**

- Budget preparation: department requests due; revenue projections prepared
- Present draft budget to council for work session
- Review all grant periods of performance — identify grants ending June 30
- For ending grants: finalize spending, prepare closeout documents
- Update fixed asset schedule (additions and disposals for the year)

JUNE — Fiscal Year End**Special This Month:**

- Council adopts next fiscal year budget by resolution (required before July 1)
- Complete all year-end close procedures (see Year-End Toolkit)
- Ensure all June transactions are entered in QuickBooks
- Run and save year-end reports: Trial Balance, Balance Sheet, P&L, General Ledger
- Create year-end QuickBooks backup and store off-site
- Quarter-end: quarterly payroll tax reconciliation (Q4 of FY)
- Review grant spending vs. award — final check before fiscal year-end
- Set QuickBooks closing date (after audit is complete)
- Review and update Internal Controls Policy annually

Section 3: Building Your Grant Reporting Calendar

Every active grant has its own reporting schedule defined in the grant agreement. These deadlines vary by grantor and program — they cannot be standardized in a generic calendar. You must add them yourself.

How to Build Your Grant Calendar

Step	Action
1. Review each grant agreement	Locate the reporting section of every active grant. Identify all required reports (FSRs, performance reports, drawdown deadlines) and their due dates.
2. Enter deadlines in your calendar	Add each deadline to your finance calendar with a reminder 2 weeks before the due date. Include the grant name, report type, and submission method.
3. Set preparation start dates	For each report, work backward from the deadline. FSRs typically require 3–5 business days to prepare. Set a 'start preparation' date on your calendar.
4. Add the deadlines to the grant inventory tracker	Record each grant's next report due date in the tracker. Update after each submission.
5. Review quarterly	At the start of each quarter, review all upcoming grant deadlines for the next 90 days. Confirm nothing has been missed.

Grant Calendar Template

Grant Name	Report Type	Due Date	Preparation Start Date
[Grant 1]	Financial Status Report (FSR)	[Date]	[Date — 5 business days before]
[Grant 1]	Performance / Progress Report	[Date]	[Date — 5 business days before]
[Grant 2]	Drawdown / Reimbursement Request	[Date]	[Date — 3 business days before]
[Grant 2]	FSR	[Date]	[Date — 5 business days before]
[Grant 3]	Final Closeout Report	[Date]	[Date — 10 business days before]

Section 4: Budget Cycle Timeline

The annual budget cycle for a July 1 fiscal year typically spans March through June. This timeline ensures the budget is adopted before the fiscal year begins, as required by Alaska AS 29.35.130.

Month	Budget Activity	Responsible	Deliverable
March	Review current-year actuals vs. budget; identify trends	Finance staff	Year-to-date Budget vs. Actual report
April	Distribute budget request forms to departments (if applicable); develop revenue projections	Finance staff / Departments	Budget request forms; revenue projection worksheet
April–May	Compile department requests; prepare draft budget	Finance staff	Draft budget document
May	Present draft budget to council at work session; discuss priorities and constraints	Finance staff / Council	Work session presentation; council feedback noted
May–June	Revise draft based on council direction; prepare final budget and resolution	Finance staff	Final proposed budget; draft adoption resolution
June (before July 1)	Council adopts budget by resolution at regular or special meeting	Council	Adopted budget resolution; signed by mayor
July (first week)	Enter adopted budget into QuickBooks; distribute adopted budget to departments	Finance staff	Budget entered in QB; copies distributed

Budget Must Be Adopted Before July 1

- ! Alaska AS 29.35.130 requires municipalities to adopt the annual budget before the start of the fiscal year. Operating without an adopted budget means the city has no legal spending authority. If the council cannot meet the deadline, a continuing resolution or interim appropriation may be needed — consult your city attorney.

Section 5: Audit Cycle Timeline

The annual audit cycle spans from engagement planning through corrective action implementation. This timeline provides a framework — actual dates depend on your auditor's schedule.

Timing	Audit Activity	Your Role	Key Document
3+ months before fieldwork	Confirm engagement; sign engagement letter	Coordinate with auditor	Signed engagement letter
6–8 weeks before fieldwork	Receive PBC document request list	Review list; begin assembling documents	PBC list
6–8 weeks before fieldwork	Complete pre-audit self-assessment	Identify gaps in audit file; address deficiencies	Self-assessment (see Audit Evidence Framework)
4–6 weeks before fieldwork	Assemble complete audit support file (all 12 folders)	Finance staff	Complete audit file
2–4 weeks before fieldwork	Provide PBC documents to auditor electronically	Finance staff	Transmitted PBC package
2–4 weeks before fieldwork	Provide bank and attorney contact info for confirmations	Finance staff	Contact list
1–2 weeks before fieldwork	Schedule entrance conference; prepare workspace (if on-site)	Finance staff / Mayor	Confirmed schedule
During fieldwork	Respond to auditor questions within 24–48 hours; do not alter QB data	Finance staff	Request log
2–4 weeks after fieldwork	Review draft audit report for factual accuracy	Finance staff / Mayor	Draft report with comments
2–4 weeks after draft	Draft management responses for all findings	Finance staff	Written responses
Upon final report	Present audit report and corrective action plan to council	Finance staff / Mayor	Meeting minutes reflecting presentation
Within 30 days of final report	Post auditor's adjusting entries in QB; set closing date; create post-audit backup	Finance staff	Adjusted QB file; backup stored off-site
Ongoing	Implement corrective actions; update tracker monthly; report to council quarterly	Finance staff / Mayor	Corrective action tracker

Section 6: Building and Maintaining Your City's Finance Calendar

The calendar in this toolkit is a template. To make it operational, you must customize it with your city's specific deadlines and then maintain it as a living document.

Customization Steps

Step	Action
1. Choose a calendar tool	Use whatever your city already uses: Outlook, Google Calendar, a paper wall calendar, or a shared spreadsheet. The format matters less than consistent use.
2. Enter all fixed deadlines from Section 1	IRS 941 due dates, W-2/1099 deadlines, SUTA deadlines, PERS/TERS deadlines — these never change.
3. Enter all grant deadlines from Section 3	Review each active grant agreement. Add every reporting deadline with a 2-week advance reminder.
4. Enter the budget cycle milestones from Section 4	Work backward from your July 1 fiscal year start.
5. Enter the audit cycle milestones from Section 5	Adjust based on your auditor's actual scheduled dates.
6. Add recurring monthly tasks	Add the monthly close tasks from the Recurring Monthly Tasks box as recurring calendar items.
7. Share the calendar	Ensure the mayor, city administrator, and any backup staff have access to the calendar.
8. Review and update quarterly	At the start of each quarter, review the next 90 days. Add any new grant deadlines. Remove completed one-time items.

Calendar Ownership



Assign one person as the calendar owner — typically the finance officer. This person is responsible for adding new deadlines, removing expired items, and ensuring the calendar stays current. If the calendar owner leaves, transfer ownership immediately.

Master Annual Deadline Checklist

Use this checklist annually to confirm all critical deadlines are on your calendar and all recurring tasks are being performed. Review at the start of each fiscal year.

Federal Tax Deadlines

✓	Federal Tax Deadlines
<input type="checkbox"/>	All four IRS Form 941 quarterly deadlines on calendar (Apr 30, Jul 31, Oct 31, Jan 31)
<input type="checkbox"/>	W-2 deadline on calendar (January 31 — employee copies and SSA filing)
<input type="checkbox"/>	1099-NEC deadline on calendar (January 31 — contractor copies and IRS filing)
<input type="checkbox"/>	Payroll tax deposit schedule confirmed (semi-weekly or monthly per IRS determination)

Alaska State Deadlines

✓	Alaska State Deadlines
<input type="checkbox"/>	All four Alaska SUTA quarterly deadlines on calendar
<input type="checkbox"/>	PERS/TERS monthly contribution deadlines on calendar (15th of each month)
<input type="checkbox"/>	DCCED annual reporting deadline on calendar (if applicable)

Grant Deadlines

✓	Grant Deadlines
<input type="checkbox"/>	Every active grant's reporting deadlines added to calendar
<input type="checkbox"/>	2-week advance reminders set for each grant deadline
<input type="checkbox"/>	Preparation start dates set for each grant report
<input type="checkbox"/>	Grant inventory tracker updated with next due dates for all grants

Budget and Audit Cycle

✓	Budget and Audit Cycle
<input type="checkbox"/>	Budget preparation start date on calendar (typically March–April)

✓	Budget and Audit Cycle
<input type="checkbox"/>	Budget adoption deadline on calendar (before July 1)
<input type="checkbox"/>	Audit engagement date confirmed and on calendar
<input type="checkbox"/>	PBC assembly deadline on calendar (4–6 weeks before fieldwork)
<input type="checkbox"/>	Pre-audit self-assessment deadline on calendar (6–8 weeks before fieldwork)

Monthly Recurring Tasks

✓	Monthly Recurring Tasks
<input type="checkbox"/>	Bank reconciliation deadline on calendar (by the 10th of each month)
<input type="checkbox"/>	Mayor reconciliation review deadline on calendar (by the 15th of each month)
<input type="checkbox"/>	PERS/TERS remittance deadline on calendar (by the 15th of each month)
<input type="checkbox"/>	Council financial report preparation deadline on calendar (by the 18th)
<input type="checkbox"/>	Audit folder filing deadline on calendar (by the 20th of each month)

Disclaimer

This toolkit is published by the Arctic Slope Community Foundation as part of the Success for Nonprofit Audit Preparation Program (SNAPP) Modified Virtual Support Program. It provides a framework for municipal financial calendar and reporting cycle management.

SNAPP provides advisory and technical assistance only. This document does not constitute legal, accounting, or tax advice. Participating municipalities remain solely responsible for:

- Meeting all federal, state, and local filing deadlines
- Verifying current-year deadlines with the IRS, Alaska agencies, and grantors
- Maintaining and updating their own customized finance calendar
- Timely submission of all required reports and filings

Deadlines published in this toolkit are based on regulations in effect as of the publication date. Verify current deadlines annually, as they may change.