



## **FINANCIAL SERVICES**

Financial Services is comprised of four divisions: Financial Administration and Accounting; Billing, Collections and Customer Service; Purchasing; and Print Services. Our department strives for service excellence as we “aim to amaze” our customers.

Financial Administration and Accounting performs statutory duties surrounding comprehensive financial administration and planning. We perform all accounting and financial reporting activities for the City including cash disbursement, budget preparation and administration, treasury management and debt management. Accounting manages and communicates financial information to city management and to other users of City financial data to permit informed judgments and decisions concerning the provision of services to our citizens. Accounting is also responsible for billing and collecting all miscellaneous accounts receivable, including assessments, and privilege licenses.

Billing, Collections, and Customer Service provides billing, collections, and customer service for City operated utility and broadband accounts as well as providing assistance to our utility and broadband customers for obtaining and ending utility services.

Purchasing provides centralized purchasing, warehousing, and accounts payable services to all City operations. The Purchasing Division promotes cost-effective operations by acquiring high-quality goods and services at the lowest price and by selling surplus goods at the highest price.

Print Services provides centralized printing and design functions for City operations and aims to offer efficient and cost effective, same day or next day service on most orders.

# FINANCIAL SERVICES

## COUNCIL GOALS

<b>Building a Better Wilson</b> 1	<b>Economic Development</b> 2	<b>Infrastructure</b> 3	<b>Homes and Neighborhoods</b> 4	<b>Downtown</b> 5	<b>Recreation and Parks</b> 6	<b>Community Involvement</b> 7
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## DEPARTMENTAL GOALS FOR FISCAL YEAR

<b>Department Goals and Initiatives</b>	<b>Link to Council Goals</b>
1. Expand financial accountability through improved internal auditing functions, continued investment, and monitoring of City funds	1,2,3,4,5,6,7
2. Improve turnover frequency of inventoried items by eliminating items carried in inventory	1,2,3,4,5,6,7
3. Continually improve on collections and customer service processes to ensure efficiencies and process integration with the addition of broadband services requirements	1,2,3,4,5,6,7

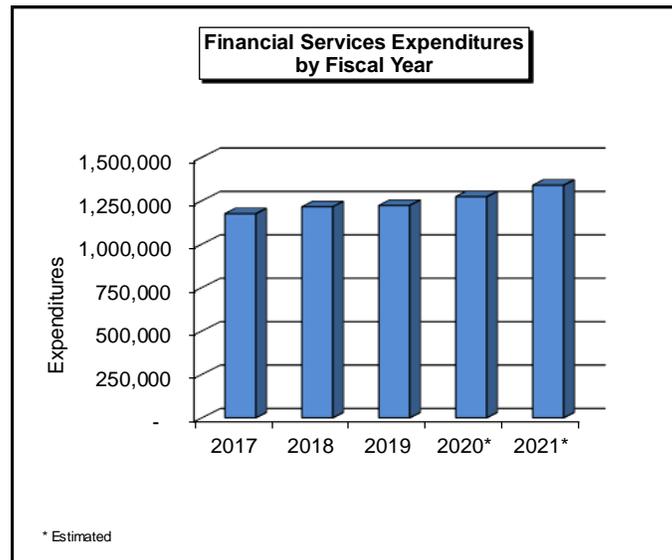
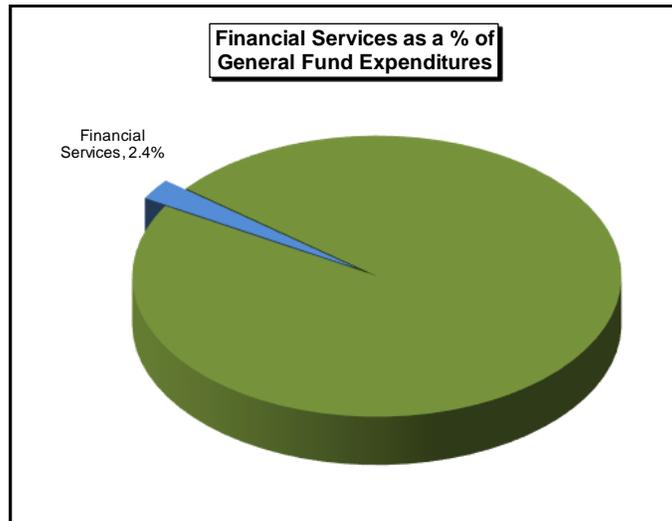
**DEPARTMENT SUMMARY**

**FINANCIAL SERVICES**

**EXPENDITURE SUMMARY:**

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	\$ 4,679,128	\$ 5,072,030	\$ 4,665,030	\$ 5,047,810
Operating Expenses	1,884,626	2,130,545	2,014,930	2,135,860
Recovered Costs	(5,407,896)	(5,854,850)	(5,420,800)	(5,930,130)
Capital Outlay	67,135	0	13,850	86,000
<b>TOTAL</b>	<b>\$ 1,222,993</b>	<b>\$ 1,347,725</b>	<b>\$ 1,273,010</b>	<b>\$ 1,339,540</b>

**EXPENDITURES**



**PERSONNEL SUMMARY**

**FINANCIAL SERVICES**

Class Title	Salary Range	2018-19 Authorized (as amended)	2019-20 Authorized (as amended)	2020-21 Authorized
<b>Financial Administration and Accounting (2001)</b>				
Chief Financial Officer	27	1	1	1
Controller	24	1	1	1
Senior Fund Accountant	21	1	1	1
Senior Financial Analyst	21	1	1	1
Senior Accountant	21	1	1	1
Payroll Administrator	20	1	1	1
Financial Analyst	19	2	1	1
Accountant	17	1	1	1
Finance and Budget Coordinator	17	1	1	1
Fixed Asset Analyst I-II	17-19	0	1	1
Budget Analyst I-II	17-19	0	1	1
Budget Technician	15	1	0	0
Accounts Receivable Specialist I-II	13-15	0	2	2
Accounts Receivable Technician	12	2	0	0
Accounting Clerk	9	1	1	1
<b>Purchasing and Warehouse (2004)</b>				
Purchasing Manager	23	1	1	1
Assistant Purchasing Manager*	21	1	0	0
Buyer	14	2	2	2
Accounts Payable Technician I-II	12-13	2	2	2
Purchasing Technician	12	1	1	1
Warehouse Technician I-III	9-11	3	3	3
Part-time Purchasing Technician	12	0	1	1
<b>Billing, Collections, Customer Service, Credit (2006)</b>				
Assistant Director of Finance/Business Operations	24	1	1	1
Customer Service Manager	21	1	1	1
Billing Manager	21	1	1	1
Customer Service Supervisor	16	2	2	2
Field Services Supervisor	16	1	1	1
Collections Supervisor	16	1	1	1
Lead Meter Service Technician	12	1	1	0
Utility Analyst	11	0	1	1
Customer Service Representative I-II	9-10	11	11	11
Utility Billing Clerk I-III	9-11	6	6	6
Lead Billing Field Technician	11	0	1	1
Meter Service Technician I-II	9-10	5	0	0
Customer Service Technician I-II	9-10	3	3	3
Collection Clerk I-III	9-11	6	5	5
Billing Field Technician	9	0	4	4
<b>Print Services (2008)</b>				
Printing Technician	12	1	1	1
Printing Clerk	9	1	1	1
Part-time Printing Technician	12	1	0	0
<b>Full-time</b>				
		<b>64</b>	<b>64</b>	<b>63</b>
<b>Part-time</b>				
		<b>1</b>	<b>1</b>	<b>1</b>
<b>Overhire*</b>				
		<b>1</b>	<b>0</b>	<b>0</b>

**CAPITAL OUTLAY****FINANCIAL SERVICES**

Item	New/ Replacement	2020-21 Budget
<b>Billing, Collections, Customer Service, Credit (2006)</b>		
Two (2) Mid-size Pickup Trucks	R	44,920
Drive-thru Payment Kiosk	N	41,080
<b>Total</b>		<b>86,000</b>

**Impact of Capital Outlay on Operating Budget:**

None

Note: Any direct impact on the operating budget from capital items identified for replacement or new purchase in FY 2021 will result from a reduction to the maintenance and/or repair costs previously experienced on the older items. This amount of reduction varies and for this reason is not extrapolated and built into the operating budget.

<b>FINANCIAL ADMINISTRATION AND ACCOUNTING</b>
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**Description of Services:**

Financial Administration and Accounting is responsible for providing financial services in line with Council goals, creating and providing oversight on the annual budget and capital improvement plan, financial reporting, internal audit and controls, grant accounting, accounts receivable, cost accounting, payroll, capital assets, investments, treasury management, and debt management.

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**PROGRAM GOALS AND INITIATIVES:**

- Provide a secure and sound financial environment by accurately projecting, prudently allocating, and administering the financial resources of the City of Wilson
- Provide necessary support and timely information to departments to promote an effective and efficient use of resources through budget preparation, approval, and execution
- Include process audits as part of the internal audit function to reduce risk of error, fraud, and waste
- Comply with all applicable federal and state laws, as well as grant and contract commitments
- Forecast operational and financial impact
- Meet all timelines in the areas of finance, budgeting, acquisition, and use of short-term and long-term debt, capital facilities planning, and budget management and execution
- Aggressively pursue all owed receivables / improve financial performance through a reduction in bad debt
- Estimate revenues in an aggressive, yet conservative manner

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**EXPENDITURE SUMMARY:**

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	\$ 1,366,482	\$ 1,401,720	\$ 1,348,280	\$ 1,435,280
Operating Expenses	194,987	257,760	237,000	211,250
Recovered Costs	<u>(936,881)</u>	<u>(995,630)</u>	<u>(951,170)</u>	<u>(987,920)</u>
<b>TOTAL</b>	<b><u>\$ 624,588</u></b>	<b><u>\$ 663,850</u></b>	<b><u>\$ 634,110</u></b>	<b><u>\$ 658,610</u></b>

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**PERFORMANCE INDICATORS:**

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Accounting - Timely monthly financial and dashboard reporting (% of months reporting completed within 12 calendar days of month and/or quarter end)	99%	99%	100%
Accounting – Timely bank reconciliations met (% within 15 days of bank statement receipt)	92%	92%	100%
Accounts Receivable - collections (% of miscellaneous billings collected)	96%	95%	95%
Accounting - # of internal audits performed annually	20	30	30

## PURCHASING AND WAREHOUSE

### Description of Services:

Purchasing and Warehouse is responsible for centralized purchasing and warehousing, accounts payable, recovery of investment dollars, administration of the procurement program and fulfillment of goods and services essential to the overall efficient operation of the city.

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### PROGRAM GOALS AND INITIATIVES:

- Acquire needed goods/services in a timely, cost efficient manner through the use of sound purchasing practices
- Reduce investment dollars held in inventory
- Provide for efficient warehousing of inventory and non-inventory items
- Dispose of surplus vehicles, equipment, and materials for maximum returns to the City of Wilson
- Minimize stock-outs of inventory items
- Eliminate all inventoried items not purchased in the last two years, where possible
- Provide efficient uniform, cell phone, copier, procurement card services, and records management
- Educate vendors, citizens and city employees of the division's policies, procedures, and opportunities
- Prompt, accurate issuance of payments to vendors and staff
- Provide timely and customer service driven resolution of payment concerns

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### EXPENDITURE SUMMARY:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	\$ 628,195	\$ 763,290	\$ 706,880	\$ 715,650
Operating Expenses	206,407	212,530	203,880	244,820
Recovered Costs	<u>(500,763)</u>	<u>(585,490)</u>	<u>(546,460)</u>	<u>(576,280)</u>
<b>TOTAL</b>	<b><u>\$ 333,839</u></b>	<b><u>\$ 390,330</u></b>	<b><u>\$ 364,300</u></b>	<b><u>\$ 384,190</u></b>

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### PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Purchase orders issued within 24 hours	92%	92%	95%
Surplus items will be sold/donated/scrapped within 90 days of return to warehouse (% items within 90 day disposal)	92%	95%	100%
Maximize surplus sales revenue	\$ 256,456.42	\$ 225,000.00	\$ 200,000.00
Increase the savings realized on purchase orders	\$ 1,595,736.02	\$ 1,000,000.00	\$ 1,000,000.00

<b>BILLING, COLLECTIONS, CUSTOMER SERVICE, AND CREDIT</b>
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Description of Services:

Billing, Collections, Customer Service and Credit is responsible for utility billing and collections, utility connection, disconnection, and transfers, customer credit and utility bad debt collection, and meter reading. In addition, Greenlight enrollment, billing and collection, Greenlight connection, disconnection and transfer, and Greenlight bad debt collection.

**PROGRAM GOALS AND INITIATIVES:**

- Consistently provide prompt and courteous service to customers and citizens
- Connect/disconnect/transfer utility and Greenlight services in timely and efficient manner
- Maintain, process and mail accurate and timely Wilson Energy and Greenlight statements
- Collect and deposit all revenue owed the City and ensure timely processing for collection of bad debt
- Provide flexible programs in the application of utility and Greenlight services
- Ensure billing cycle guidelines fall within City Council's 29-33 day reading boundaries
- Ensure adherence to cash management policies
- Increase customer access to utility consumption data in coordination with energy education initiatives
- Further refine billing procedures to capitalize on AMI system capabilities
- Implement an employee continuous training program to deliver demonstrable improvements in customer engagement and customer satisfaction
- Improve billing data analysis program(s) to increase billing accuracy and ensure rate compliance

**EXPENDITURE SUMMARY:**

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	\$ 2,561,124	\$ 2,757,580	\$ 2,480,650	\$ 2,762,880
Operating Expenses	1,414,510	1,584,978	1,506,630	1,605,770
Recovered Costs	(3,840,630)	(4,131,990)	(3,787,920)	(4,231,920)
Capital Outlay	<u>67,135</u>	<u>0</u>	<u>0</u>	<u>86,000</u>
<b>TOTAL</b>	<u>\$ 202,139</u>	<u>\$ 210,568</u>	<u>\$ 199,360</u>	<u>\$ 222,730</u>

**PERFORMANCE INDICATORS:**

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Days between read date and bill date	8	6	5
Write Offs	\$107,858	\$280,000	\$150,000
Non-pay order completion (%)	87%	85%	85%
Average lobby wait time (minutes)	3.75	4	3.5
Increase # of aged utility accounts worked for payment	0	2,500	1,200

## PRINT SERVICES

### Description of Services:

Print Services is responsible for providing at-cost, high quality in-house printing, and low-cost production, finishing and graphic design services, while maintaining a high-level of customer service. It also provides daily incoming, outgoing, and intra-office mail distribution services, including receiving packages from outside delivery agencies, and proactively suggesting alternative and economical mailing methods.

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### PROGRAM GOALS AND INITIATIVES:

- Ensure cost effective delivery of quality printing and creative design services with unparalleled turnaround time on all projects and requests
- Increase printing and binding capacity to effectively respond to the needs of all City departments which will in turn decrease use of cost prohibitive external print services
- Increase capacity of printing and increase or maintain production output by reviewing, recommending, and upgrading division equipment if cost studies warrant
- Provide timely delivery and accurate distribution of all mail pick-up and delivery
- Increase current customer satisfaction as well as attract new internal clients with the level of customer service, graphic design expertise and excellence, to build awareness that Print Services can be counted on to exceed expectations

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### EXPENDITURE SUMMARY:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	\$ 123,327	\$ 149,440	\$ 129,220	\$ 134,000
Operating Expenses	68,722	75,277	67,420	74,020
Recovered Costs	(129,622)	(141,740)	(135,250)	(134,010)
Capital Outlay	<u>0</u>	<u>0</u>	<u>13,850</u>	<u>0</u>
<b>TOTAL</b>	<b><u>\$ 62,427</u></b>	<b><u>\$ 82,977</u></b>	<b><u>\$ 75,240</u></b>	<b><u>\$ 74,010</u></b>

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### PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Print jobs filled within requested timeline	100%	100%	100%
Print jobs out sourced - # in color @ lower cost	6	9	11
Print jobs out sourced - # in black and white @ lower cost	2	5	9



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