

# *Financial Services*

Financial Services performs statutory duties surrounding comprehensive financial administration and planning along with all accounting and financial reporting activities for the City including oversight of grant compliance and reporting, budget preparation and administration, treasury and debt management, purchasing, warehouse, and print services.

# FINANCIAL SERVICES

## COUNCIL GOALS

| Building a Better Wilson<br>1 | Economic Development<br>2 | Infrastructure<br>3 | Homes and Neighborhoods<br>4 | Downtown<br>5 | Recreation and Parks<br>6 | Community Involvement<br>7 |
|-------------------------------|---------------------------|---------------------|------------------------------|---------------|---------------------------|----------------------------|
|-------------------------------|---------------------------|---------------------|------------------------------|---------------|---------------------------|----------------------------|

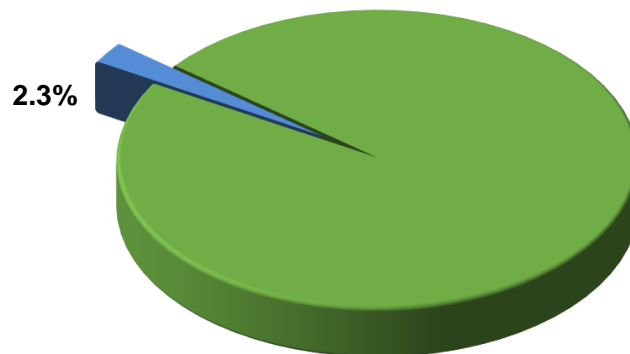
| Department Goals and Initiatives  | Link to Council Goals |
|---|-----------------------|
| 1. Expand financial accountability through improved internal auditing functions, continued investment, and monitoring of City funds | 1,2,3,4,5,6,7         |
| 2. Improve turnover frequency of inventoried items by stocking appropriate levels of items needed                                   | 1,2,3,4,5,6,7         |
| 3. efficiencies and process integration with the addition of broadband services requirements  | 1,2,3,4,5,6,7         |

**EXPENDITURE SUMMARY:**

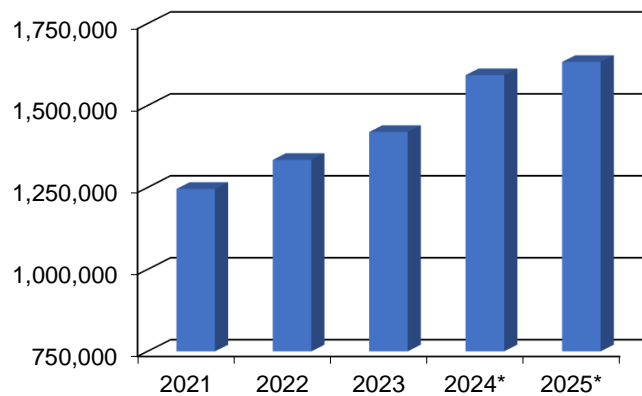
|                    | <b>2021-22<br/>Actual</b> | <b>2022-23<br/>Actual</b> | <b>2023-24<br/>Original<br/>Budget</b> | <b>2023-24<br/>Amended<br/>Budget</b> | <b>2024-25<br/>Adopted<br/>Budget</b> |
|--------------------|---------------------------|---------------------------|--|---------------------------------------|---------------------------------------|
| Personnel Services | \$ 4,997,297              | \$ 5,431,210              | \$ 5,937,000                           | \$ 5,937,000                          | \$ 6,176,730                          |
| Operating Expenses | 2,110,170                 | 2,131,048                 | 2,179,280                              | 2,236,489                             | 2,191,660                             |
| Recovered Costs    | (5,857,860)               | (6,170,753)               | (6,626,360)                            | (6,641,010)                           | (6,806,250)                           |
| Capital Outlay     | 84,682                    | 27,994                    | 50,710                                 | 60,310                                | 71,000                                |
| <b>TOTAL</b>       | <b>\$ 1,334,289</b>       | <b>\$ 1,419,499</b>       | <b>\$ 1,540,630</b>                    | <b>\$ 1,592,789</b>                   | <b>\$ 1,633,140</b>                   |

**EXPENDITURES**

**Financial Services Expenditures  
as a % of General Fund Expenditures**



**Financial Services Expenditures  
by Fiscal Year**



\* Estimated

**PERSONNEL SUMMARY**

**FINANCIAL SERVICES**

| Class Title   | Salary Range | 2022-23 Authorized | 2023-24 Authorized | 2024-25 Authorized |
|---|--------------|--------------------|--------------------|--------------------|
| <b>Financial Administration and Accounting (2001)</b>         |              |                    |                    |                    |
| Chief Financial Officer                                       | 29           | 1                  | 1                  | 1                  |
| Budget and Financial Services Manager                         | 24           | 1                  | 1                  | 1                  |
| Controller  | 24           | 1                  | 1                  | 1                  |
| Senior Fund Accountant  | 21           | 1                  | 0                  | 0                  |
| Senior Budget and Financial Analyst                           | 21           | 1                  | 1                  | 1                  |
| Senior Accountant   | 21           | 1                  | 3                  | 3                  |
| Payroll Administrator   | 20           | 1                  | 1                  | 1                  |
| Financial Analyst I-II  | 18-19        | 1                  | 1                  | 1                  |
| Accountant I-II   | 18-19        | 1                  | 3                  | 3                  |
| Budget Analyst I-II   | 18-19        | 1                  | 0                  | 0                  |
| Fixed Asset Analyst I-II                                      | 17-19        | 1                  | 0                  | 0                  |
| Finance and Budget Coordinator                                | 17           | 1                  | 1                  | 1                  |
| Accounts Payable Specialist I-II                              | 13-15        | 2                  | 2                  | 2                  |
| Accounts Receivable Specialist I-II                           | 13-15        | 2                  | 1                  | 1                  |
| Accounting Assistant  | 11           | 0                  | 1                  | 1                  |
| Accounting Clerk  | 9            | 1                  | 0                  | 0                  |
| <b>Purchasing and Warehouse (2004)</b>                        |              |                    |                    |                    |
| Purchasing Manager  | 23           | 1                  | 1                  | 1                  |
| Buyer I-II  | 16-18        | 2                  | 2                  | 3                  |
| Purchasing Technician   | 12           | 1                  | 1                  | 0                  |
| Warehouse Technician I-III                                    | 11-13        | 3                  | 3                  | 3                  |
| Part-time Purchasing Technician                               | 12           | 1                  | 1                  | 1                  |
| <b>Billing, Payments, Customer Service, and 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                                   | 19           | 1                  | 1                  | 1                  |
| Field Services Supervisor                                     | 19           | 1                  | 1                  | 1                  |
| Payment Services Supervisor                                   | 19           | 1                  | 1                  | 1                  |
| Billing Supervisor  | 19           | 0                  | 1                  | 1                  |
| Utility Data Analyst  | 16           | 1                  | 0                  | 0                  |
| Business Service Specialist                                   | 15           | 0                  | 1                  | 1                  |
| Customer Credit Specialist                                    | 15           | 0                  | 1                  | 1                  |
| Utility Billing Clerk I-III                                   | 13-15        | 6                  | 6                  | 6                  |
| Customer Service Advisor I-II                                 | 13-14        | 0                  | 10                 | 10                 |
| Payment Services Clerk I-II, Lead                             | 12-15        | 0                  | 5                  | 5                  |
| Customer Service Technician I-II                              | 12-14        | 3                  | 3                  | 3                  |
| Billing Field Technician, I-III                               | 11-14        | 5                  | 5                  | 5                  |
| Collection Clerk I-II, Lead                                   | 9-11         | 5                  | 0                  | 0                  |
| Customer Service Representative I-II                          | 9-10         | 12                 | 0                  | 0                  |
| <b>Print Services (2008)</b>                                  |              |                    |                    |                    |
| Graphics Designer   | 16           | 0                  | 0                  | 1                  |
| Printing Technician   | 11           | 1                  | 1                  | 1                  |
| Printing Clerk  | 9            | 1                  | 1                  | 0                  |
| <b>Full-time</b>  |              | <b>64</b>          | <b>64</b>          | <b>64</b>          |
| <b>Part-time</b>  |              | <b>1</b>           | <b>1</b>           | <b>1</b>           |

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

| Item   | New/<br>Replacement | 2024-25<br>Budget |
|--|---------------------|-------------------|
| <b>Billing, Payments, Customer Service and Credit (2006)</b> |                     |                   |
| One(1) Light Duty Truck                                      | R                   | 41,000            |
| <b>Print Services (2008)</b>                                 |                     |                   |
| One(1) Sport Utility Courier Services Vehicle                | R                   | 30,000            |
| <b>Total</b>   |                     | <b>71,000</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 2025 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.

## FINANCIAL ADMINISTRATION AND ACCOUNTING

### 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.

### 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

### EXPENDITURE SUMMARY:

|                    | 2021-22<br>Actual        | 2022-23<br>Actual        | 2023-24<br>Original<br>Budget | 2023-24<br>Amended<br>Budget | 2024-25<br>Adopted<br>Budget |
|--------------------|--------------------------|--------------------------|-------------------------------|------------------------------|------------------------------|
| Personnel Services | \$ 1,617,772             | \$ 1,714,846             | \$ 1,846,980                  | \$ 1,846,980                 | \$ 2,146,440                 |
| Operating Expenses | 179,220                  | 184,525                  | 211,350                       | 235,869                      | 214,740                      |
| Recovered Costs    | <u>(1,078,196)</u>       | <u>(1,139,622)</u>       | <u>(1,235,000)</u>            | <u>(1,249,650)</u>           | <u>(1,416,710)</u>           |
| <b>TOTAL</b>       | <b><u>\$ 718,796</u></b> | <b><u>\$ 759,749</u></b> | <b><u>\$ 823,330</u></b>      | <b><u>\$ 833,199</u></b>     | <b><u>\$ 944,470</u></b>     |

### PERFORMANCE INDICATORS:

| Department Goal(s) | Outputs   | 2022-23 Actual | 2023-24 Estimated | 2024-25 Goal |
|--------------------|---|----------------|-------------------|--------------|
| 1                  | Accounting - Timely monthly financial and dashboard reporting (% of months reporting completed within 12 calendar days of month and/or quarter end) | 92%            | 95%               | 100%         |
| 1                  | Accounting - Timely bank reconciliations met (% within 15 days of bank statement receipt)   | 84%            | 92%               | 100%         |
| 3                  | Accounts Receivable - collections (% of miscellaneous billings collected)   | 90%            | 95%               | 95%          |
| 1                  | Accounting - # of internal audits performed annually  | 24             | 25                | 30           |

## PURCHASING AND WAREHOUSE

### DESCRIPTION OF SERVICES:

Purchasing and Warehouse is responsible for purchasing and warehousing of items and equipment, purchasing of services, the accounts payable function, and surplus sale of equipment. The procurement program and fulfillment of goods and services are essential to the overall effective and efficient operations of the city.

### PROGRAM GOALS AND INITIATIVES:

- Acquire needed goods/services in a timely, cost efficient manner through the use of sound purchasing practices
- Minimize costs by managing purchases of inventory while maintaining a sufficient inventory supply
- 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 by strategic planning and inventory management
- Eliminate all inventoried items not purchased in the last two years, where possible
- Provide efficient uniform, copier, procurement card services, and records management
- Educate vendors, citizens, and city employees of the division's policies, procedures, and opportunities
- Provide prompt, accurate issuance of payments to vendors and staff
- Provide timely and customer service driven resolution of payment concerns
- Participate in the above vital services as a resource for all departments/divisions

### EXPENDITURE SUMMARY:

|                    | 2021-22<br>Actual | 2022-23<br>Actual | 2023-24<br>Original<br>Budget | 2023-24<br>Amended<br>Budget | 2024-25<br>Adopted<br>Budget |
|--------------------|-------------------|-------------------|-------------------------------|------------------------------|------------------------------|
| Personnel Services | \$ 663,155        | \$ 721,599        | \$ 773,680                    | \$ 773,680                   | \$ 647,580                   |
| Operating Expenses | 189,298           | 138,994           | 192,310                       | 194,847                      | 186,540                      |
| Recovered Costs    | (511,471)         | (533,152)         | (579,590)                     | (579,590)                    | (500,470)                    |
| Capital Outlay     | -                 | 27,994            | -                             | -                            | -                            |
| <b>TOTAL</b>       | <b>\$ 340,982</b> | <b>\$ 355,435</b> | <b>\$ 386,400</b>             | <b>\$ 388,937</b>            | <b>\$ 333,650</b>            |

### PERFORMANCE INDICATORS:

| Department Goal(s) | Outputs                 | 2022-23 Actual | 2023-24 Estimated | 2024-25 Goal |
|--------------------|-------------------------|----------------|-------------------|--------------|
| 1                  | Purchase orders issued  | 6,406          | 6,450             | 6,500        |
| 1                  | Checks issued           | 10,010         | 10,100            | 10,050       |
| 1                  | Surplus sales revenue   | \$ 153,720     | \$ 132,000        | \$ 150,000   |
| 2                  | Inventory items managed | 1,965          | 1,961             | 1,960        |

## BILLING, PAYMENTS, CUSTOMER SERVICE, AND CREDIT

### **DESCRIPTION OF SERVICES:**

Billing, Payments, 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 payments, Greenlight connections, 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 a 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:**

|                    | <b>2021-22<br/>Actual</b> | <b>2022-23<br/>Actual</b> | <b>2023-24<br/>Original<br/>Budget</b> | <b>2023-24<br/>Amended<br/>Budget</b> | <b>2024-25<br/>Adopted<br/>Budget</b> |
|--------------------|---------------------------|---------------------------|--|---------------------------------------|---------------------------------------|
| Personnel Services | \$ 2,567,374              | \$ 2,840,672              | \$ 3,153,910                           | \$ 3,153,910                          | \$ 3,215,270                          |
| Operating Expenses | 1,683,719                 | 1,751,124                 | 1,707,440                              | 1,736,607                             | 1,714,890                             |
| Recovered Costs    | (4,118,985)               | (4,362,206)               | (4,666,460)                            | (4,666,460)                           | (4,722,600)                           |
| Capital Outlay     | 84,682                    | -                         | 50,710                                 | 60,310                                | 41,000                                |
| <b>TOTAL</b>       | <b>\$ 216,790</b>         | <b>\$ 229,590</b>         | <b>\$ 245,600</b>                      | <b>\$ 284,367</b>                     | <b>\$ 248,560</b>                     |

### **PERFORMANCE INDICATORS:**

| Department<br>Goal(s) | Outputs                              | 2022-23<br>Actual | 2023-24<br>Estimated | 2024-25<br>Goal |
|-----------------------|--------------------------------------|-------------------|----------------------|-----------------|
| 3                     | Days between read date and bill date | 6.4               | 6                    | 5               |
| 3                     | Write Offs                           | \$ 228,827        | \$ 150,000           | \$ 140,000      |
| 3                     | E-notification enrollment            | 5,856             | 7,000                | 8,000           |
| 3                     | Lobby wait time (minutes)            | 3.70              | 3.5                  | 3.0             |



## PRINT SERVICES

### DESCRIPTION OF SERVICES:

Print Services is responsible for providing at-cost, high quality in-house printing, low-cost production, and 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.

### 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

### EXPENDITURE SUMMARY:

|                    | 2021-22<br>Actual | 2022-23<br>Actual | 2023-24<br>Original<br>Budget | 2023-24<br>Amended<br>Budget | 2024-25<br>Adopted<br>Budget |
|--------------------|-------------------|-------------------|-------------------------------|------------------------------|------------------------------|
| Personnel Services | \$ 148,996        | \$ 154,093        | \$ 162,430                    | \$ 162,430                   | \$ 167,440                   |
| Operating Expenses | 57,933            | 56,405            | 68,180                        | 69,166                       | 75,490                       |
| Recovered Costs    | (149,208)         | (135,773)         | (145,310)                     | (145,310)                    | (166,470)                    |
| Capital Outlay     | -                 | -                 | -                             | -                            | 30,000                       |
| <b>TOTAL</b>       | <b>\$ 57,721</b>  | <b>\$ 74,725</b>  | <b>\$ 85,300</b>              | <b>\$ 86,286</b>             | <b>\$ 106,460</b>            |

### PERFORMANCE INDICATORS:

| Department Goal(s) | Outputs                                      | 2022-23 Actual | 2023-24 Estimated | 2024-25 Goal |
|--------------------|--|----------------|-------------------|--------------|
| 1                  | Total print jobs completed                   | 799            | 800               | 810          |
| 1                  | Print jobs outsourced - # in color           | 9              | 9                 | 8            |
| 1                  | Print jobs outsourced - # in black and white | 1              | 1                 | 1            |