

**CITY OF APPLETON 2021 BUDGET**

**FINANCE DEPARTMENT**

**Finance Director: Anthony D. Saucerman, CPA**

**Deputy Finance Director: Jeri A. Ohman, CPA**

# CITY OF APPLETON 2021 BUDGET FINANCE DEPARTMENT

## MISSION STATEMENT

For the benefit of all City departments, the Common Council, and the Mayor, in order to assist them in meeting program delivery objectives, assure compliance with government policies, and safeguard the assets of the City, we will provide financial management, billing, and collection services.

## DISCUSSION OF SIGNIFICANT 2020 EVENTS

Completed the 2019 annual audit with an unqualified opinion and no audit findings

Worked with consultant to update arbitrage reports for outstanding Wastewater debt issues

Completed and filed the State annual TIF, hotel room tax, and Public Service Commission (water utility) reports

Continued discussions with US Venture regarding their potential downtown headquarters

Issued \$15 million of G.O. notes, \$6.865 million of Water and \$2.965 million of Stormwater revenue bonds and \$10.85 million of Wastewater refunding bonds

Completed RFP process to select vendor for printing and mailing services for City service invoices

Began testing of v2019 Munis upgrade and continued work on the property tax module implementation and integration of cashiering module with DPW parking software

### In response to the COVID-19 pandemic:

Finance Director continues to serve as Finance Section Chief in the City's Emergency Operations Center (EOC)

Coordinated the relocation of non-essential staff from the office setting to working at home to mitigate virus spread potential

Continued operations at the first-floor customer service area and coordinated package/mail collection/delivery and other City Hall customer service processes normally performed on the fifth and sixth floors

Established procedures and processes to track City-wide COVID-19 mitigation costs

Researched, communicated and categorized various COVID-19 grant or other funding opportunities and related expense requirements

Initiated change in business license ordinance to allow businesses an extension of time to pay outstanding obligations in order to obtain their licenses

Worked with other City department directors to explore potential alternate care sites

Modified utility billing system to waive late fees per PSC order due to COVID-19 health emergency

Filed monthly lost revenue and additional expense report with the PSC

### **Primary Concentration for Remainder of Year:**

Complete the 2021 budget

Continue to monitor the COVID-19 virus environment and takes steps necessary to mitigate the risk and ensure staff safety to the extent possible

Continue to explore funding opportunities and related grant requirements related to COVID-19 mitigation expenses and complete necessary funding requests

Complete the upgrade of the Tyler Munis ERP system to the latest version, the conversion of property tax collection from the legacy system to the ERP system, and integration of the parking enforcement software with the cashiering module

Complete the Wastewater rate study and present results to Council

Complete transition of in-house printing/mailing of City Service invoices to third party provider

## CITY OF APPLETON 2021 BUDGET FINANCE DEPARTMENT

### MAJOR 2021 OBJECTIVES

Accurately record financial transactions and provide centralized accounting services to City departments in order to verify their public purpose and compliance with the various sections of the ordinances and budget

Provide knowledgeable, courteous customer service to all individuals who contact the department with questions and/or concerns. Continue to coordinate changes to the customer service area on the first floor insuring adequate training and staff involvement. Proactively offer solutions to challenges that arise keeping customer service the primary focus

Maintain a sound bond rating in the financial community assuring taxpayers that the City is well managed by using prudent financial management practices and maintaining a sound fiscal condition

Continue development of electronic payment options for City services in conjunction with new ERP system

Continue performance-based budgeting incorporating continuous improvements and provide education and support for departments

Train staff and continue to focus on technology improvements that will allow the department to meet the demands of a growing City as efficiently as possible

Promote a department working environment conducive to employee productivity, growth and retention

Provide opportunities for staff to cross-train in various positions in the department

Improve communication of budget procedures, monitoring of budget to actual results for the current year and education of future implications for the City

Continue to work with the Community Development Specialist to ensure compliance with grant covenants and single audit requirements

Begin implementation of ERP system work order and fixed assets modules

Continue to work with outside departments on the new ERP system and implement efficiency measures to streamline various accounting functions throughout the City

DEPARTMENT BUDGET SUMMARY							
Unit	Title	Actual		Budget			% Change *
		2018	2019	Adopted 2020	Amended 2020	2021	
<b>Program Revenues</b>		\$ 4,172	\$ 6,493	\$ 4,000	\$ 4,000	\$ 4,000	0.00%
<b>Program Expenses</b>							
11510	Administration	165,939	196,717	166,681	166,681	169,984	1.98%
11520	Billing & Collection Svc	93,629	85,904	93,908	93,908	97,329	3.64%
11530	Support Services	574,773	597,346	632,245	632,245	651,670	3.07%
<b>TOTAL</b>		\$ 834,341	\$ 879,967	\$ 892,834	\$ 892,834	\$ 918,983	2.93%
<b>Expenses Comprised Of:</b>							
Personnel		726,759	773,641	770,519	770,519	799,633	3.78%
Administrative Expense		14,611	16,395	14,680	14,680	14,680	0.00%
Supplies & Materials		22,755	24,573	25,890	25,890	25,690	-0.77%
Purchased Services		70,216	65,358	81,745	81,745	78,980	-3.38%
<b>Full Time Equivalent Staff:</b>							
Personnel allocated to programs		8.20	8.20	8.20	8.20	8.20	

**CITY OF APPLETON 2021 BUDGET  
FINANCE DEPARTMENT**

**Administration**

**Business Unit 11510**

**PROGRAM MISSION**

We will provide training and supervision to the Finance Department in order to provide for the overall direction, coordination and support of the activities of Finance staff.

**PROGRAM NARRATIVE**

**Link to City Strategic Plan:**

Implements Key Strategies # 3: "Recognize and grow everyone's talents" and # 4: "Continually assess trends affecting the community and proactively respond".

**Objectives:**

- Provide cost-effective administrative management to support the activities of the Finance Department
- Provide education and training opportunities for our employees to promote personal and professional growth and development
- Initiate systematic changes by examining existing procedures and technological needs
- Provide support to department staff and ensure staff performance is evaluated accurately and fairly

**Major changes in Revenue, Expenditures, or Programs:**

No major changes.

**PERFORMANCE INDICATORS**

	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Target 2020</u>	<u>Projected 2020</u>	<u>Target 2021</u>
<b>Client Benefits/Impacts</b>					
Trained staff					
% of staff adequately trained	90%	86%	100%	90%	100%
<b>Strategic Outcomes</b>					
Improved program performance					
# of recommendations implemented	3	2	5	4	5
<b>Work Process Outputs</b>					
Procedures manuals updated					
% of manuals rated current	84%	80%	95%	95%	95%

**CITY OF APPLETON 2021 BUDGET  
FINANCE DEPARTMENT**

**Administration**

**Business Unit 11510**

**PROGRAM BUDGET SUMMARY**

Description	Actual		Budget		
	2018	2019	Adopted 2020	Amended 2020	2021
<b>Revenues</b>					
480100 General Charges for Service	\$ 3,603	\$ 4,262	\$ 4,000	\$ 4,000	\$ 4,000
501000 Miscellaneous Revenue	49	15	-	-	-
508500 Cash Short or Over	520	2,216	-	-	-
<b>Total Revenue</b>	<b>\$ 4,172</b>	<b>\$ 6,493</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>
<b>Expenditures</b>					
610100 Regular Salaries	\$ 116,675	\$ 146,306	\$ 116,243	\$ 116,243	\$ 120,586
610500 Overtime Wages	119	237	-	-	-
615000 Fringes	32,372	33,623	34,073	34,073	34,198
620100 Training/Conferences	4,762	5,380	6,500	6,500	6,500
620400 Tuition Fees	4,677	5,353	1,800	1,800	1,800
620600 Parking Permits	672	607	500	500	500
630100 Office Supplies	1,395	1,407	2,000	2,000	2,000
630300 Memberships & Licenses	1,295	1,893	2,000	2,000	2,000
630400 Postage~Freight	250	(88)	230	230	230
630500 Awards & Recognition	187	202	210	210	210
630700 Food & Provisions	12	-	-	-	-
632001 City Copy Charges	813	67	800	800	200
632002 Outside Printing	377	482	500	500	500
641200 Advertising	1,329	-	565	565	-
641307 Telephone	1,004	1,248	1,260	1,260	1,260
<b>Total Expense</b>	<b>\$ 165,939</b>	<b>\$ 196,717</b>	<b>\$ 166,681</b>	<b>\$ 166,681</b>	<b>\$ 169,984</b>

**DETAILED SUMMARY OF 2021 PROPOSED EXPENDITURES > \$15,000**

None

**CITY OF APPLETON 2021 BUDGET  
FINANCE DEPARTMENT**

**Billing & Collection Services**

**Business Unit 11520**

**PROGRAM MISSION**

For the benefit of all City departments and various other government entities, in order to collect all revenues authorized by policy in support of program delivery objectives, we will provide centralized billing, collection, and information services.

**PROGRAM NARRATIVE**

**Link to City Strategic Plan:**

Implements Key Strategies # 2: "Encourage active community participation and involvement" and # 4: "Continually assess trends affecting the community and proactively respond".

**Objectives:**

- Provide an efficient, centralized collection location for convenient payment of all City-generated billings via mail, drive through, night deposit, or walk-ins
- Improve cash receipting speed and accuracy with formalized procedures and improved systems
- Continue the expansion of debit, credit card and internet payment options when financially feasible
- Provide a favorable impression of the City by maintaining a working knowledge of all City departments and keeping the internal general information guide updated in order to direct and inform customers
- Provide professional and courteous service
- Maintain parking ticket records and issue reminder and state suspension notices to ensure the proper amount is collected

**Major changes in Revenue, Expenditures, or Programs:**

No major changes.

**PERFORMANCE INDICATORS**

	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Target 2020</u>	<u>Projected 2020</u>	<u>Target 2021</u>
<b>Client Benefits/Impacts</b>					
Accurate, understandable statements					
Billing adjustments required	785	725	800	750	750
<b>Strategic Outcomes</b>					
Asset safeguarding					
Receivables/Receivables Aging					
% current	65%	85%	65%	65%	65%
Service turnoffs	13	18	20	15	15
<b>Work Process Outputs</b>					
Financial transaction processing					
Receipts posted	199,722	187,674	200,000	210,000	210,000
Automated receipts, % of total	24.0%	30.0%	25.0%	20.0%	20.0%
Information response					
% staff trained in customer svc.	90%	95%	100%	100%	100%

**CITY OF APPLETON 2021 BUDGET**

**FINANCE DEPARTMENT**

**Billing & Collection Services**

**Business Unit 11520**

**PROGRAM BUDGET SUMMARY**

Description	Actual		Budget		
	2018	2019	Adopted 2020	Amended 2020	2021
Expenditures					
610100 Regular Salaries	\$ 45,629	\$ 38,905	\$ 48,128	\$ 48,128	\$ 49,652
610500 Overtime Wages	221	3,354	500	500	850
615000 Fringes	27,395	20,374	22,850	22,850	23,297
620600 Parking Permits	1,620	1,449	1,680	1,680	1,680
630400 Postage / Freight	13,305	12,950	13,350	13,350	13,350
632001 City Copy Charges	3,387	4,849	4,600	4,600	5,000
632700 Miscellaneous Equipment	-	755	-	-	-
641100 Temporary Help	2,072	3,238	2,500	2,500	3,500
641800 Equip Repairs & Maint	-	-	300	300	-
643100 Interpreter Services	-	30	-	-	-
Total Expense	\$ 93,629	\$ 85,904	\$ 93,908	\$ 93,908	\$ 97,329

**DETAILED SUMMARY OF 2021 PROPOSED EXPENDITURES > \$15,000**

None

**CITY OF APPLETON 2021 BUDGET  
FINANCE DEPARTMENT**

**Support Services**

**Business Unit 11530**

**PROGRAM MISSION**

We will provide financial services and support to all City departments in order to assist them in meeting program delivery objectives, assure compliance with government policies, and safeguard the assets of the City.

**PROGRAM NARRATIVE**

**Link to City Strategic Plan:**

Implements Key Strategies # 1: "Responsibly deliver excellent services" and # 4: "Continually assess trends affecting the community and proactively respond".

**Objectives:**

- Serve as the collection point for all payroll data and process the City's payroll and complete related reports
- Produce timely payments to employees and vendors to maintain a high level of credibility
- Continue to expand the use of credit card payments to suppliers in order to maximize annual rebates and streamline the vendor payment process
- Account for real and personal property taxes in a timely and efficient manner
- Provide administration of the City's accounts receivable and collection functions (NSF, collection agency, special assessments)
- Provide accurate service invoices for the City and produce reminder notices for delinquent accounts
- Provide financial reporting and coordinate the annual City audit
- Actively identify and pursue local and regional cooperative purchasing opportunities
- Provide departmental assistance in evaluating the financial implications of projects

**Major changes in Revenue, Expenditures, or Programs:**

2021 audit expense includes \$3,500 for an actuarial study of the OPEB fund, required every other year. The last study was performed in 2019.

**PERFORMANCE INDICATORS**

	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Target 2020</u>	<u>Projected 2020</u>	<u>Target 2021</u>
<b>Strategic Outcomes</b>					
Financial integrity of programs maintained # of auditor's compliance issues	0	0	0	0	0
Asset/resource safeguarding G.O. Bond rating	Aa1	Aa1	Aa1	Aa1	Aa1
<b>Work Process Outputs</b>					
Financial transaction processing					
Avg. # journal entries made monthly	235	249	250	250	250
Avg. # of A/P checks issued monthly	508	453	500	450	450



# CITY OF APPLETON 2021 BUDGET

## FINANCE DEPARTMENT

**Support Services**

**Business Unit 11530**

**PROGRAM BUDGET SUMMARY**

Description	Actual		Budget		
	2018	2019	Adopted 2020	Amended 2020	2021
<b>Expenditures</b>					
610100 Regular Salaries	\$ 351,370	\$ 369,186	\$ 390,983	\$ 390,983	\$ 407,236
610500 Overtime Wages	10,547	18,085	3,000	3,000	3,000
615000 Fringes	142,431	143,571	154,742	154,742	160,814
620600 Parking Permits	2,880	3,606	4,200	4,200	4,200
631603 Other Misc. Supplies	90	289	200	200	200
632002 Outside Printing	1,644	1,767	2,000	2,000	2,000
640100 Accounting/Audit Fees	15,153	8,772	15,900	15,900	16,000
640300 Bank Service Fees	48,280	49,317	57,000	57,000	54,000
641200 Advertising	1,864	1,161	1,400	1,400	1,400
641800 Equip Repairs & Maint	-	1,592	2,220	2,220	2,220
659900 Other Contracts/Obligation	514	-	600	600	600
<b>Total Expense</b>	<b>\$ 574,773</b>	<b>\$ 597,346</b>	<b>\$ 632,245</b>	<b>\$ 632,245</b>	<b>\$ 651,670</b>

**DETAILED SUMMARY OF 2021 PROPOSED EXPENDITURES > \$15,000**

Accounting/Audit Fees

Annual financial audit	\$ 12,500
OPEB fund actuarial study	3,500
	<u>\$ 16,000</u>

Bank Services

Banking fees	\$ 20,000
Investment fees	34,000
	<u>\$ 54,000</u>

**CITY OF APPLETON 2021 BUDGET  
FINANCE DEPARTMENT**

	2018 <u>ACTUAL</u>	2019 <u>ACTUAL</u>	2020 <u>YTD ACTUAL</u>	2020 <u>ORIG BUD</u>	2020 <u>REVISED BUD</u>	2021 <u>BUDGET</u>
Program Revenues						
480100 General Charges for Service	3,603	4,262	920	4,000	4,000	4,000
501000 Miscellaneous Revenue	49	15	54	-	-	-
508500 Cash Short or Over	520	2,216	(62)	-	-	-
<b>TOTAL PROGRAM REVENUES</b>	<u>4,172</u>	<u>6,493</u>	<u>912</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>
Personnel						
610100 Regular Salaries	467,733	494,943	318,477	555,354	555,354	577,474
610500 Overtime Wages	10,888	21,676	16,967	3,500	3,500	3,850
610800 Part-Time Wages	426	-	-	-	-	-
611400 Sick Pay	-	-	-	-	-	-
611500 Vacation Pay	45,514	59,454	19,444	-	-	-
615000 Fringes	202,198	197,568	126,784	211,665	211,665	218,309
<b>TOTAL PERSONNEL</b>	<u>726,759</u>	<u>773,641</u>	<u>481,672</u>	<u>770,519</u>	<u>770,519</u>	<u>799,633</u>
Training~Travel						
620100 Training/Conferences	4,762	5,380	1,256	6,500	6,500	6,500
620400 Tuition Fees	4,677	5,353	1,332	1,800	1,800	1,800
620600 Parking Permits	5,172	5,662	6,315	6,380	6,380	6,380
<b>TOTAL TRAINING / TRAVEL</b>	<u>14,611</u>	<u>16,395</u>	<u>8,903</u>	<u>14,680</u>	<u>14,680</u>	<u>14,680</u>
Supplies						
630100 Office Supplies	1,395	1,407	467	2,000	2,000	2,000
630300 Memberships & Licenses	1,295	1,893	1,134	2,000	2,000	2,000
630400 Postage\Freight	13,555	12,862	2,076	13,580	13,580	13,580
630500 Awards & Recognition	187	202	-	210	210	210
630700 Food & Provisions	12	-	-	-	-	-
631603 Other Misc. Supplies	90	289	-	200	200	200
632001 City Copy Charges	4,200	4,916	2,741	5,400	5,400	5,200
632002 Outside Printing	2,021	2,249	1,071	2,500	2,500	2,500
632700 Miscellaneous Equipment	-	755	183	-	-	-
<b>TOTAL SUPPLIES</b>	<u>22,755</u>	<u>24,573</u>	<u>7,672</u>	<u>25,890</u>	<u>25,890</u>	<u>25,690</u>
Purchased Services						
640100 Accounting/Audit Fees	15,153	8,772	76,500	15,900	15,900	16,000
640300 Bank Service Fees	48,280	49,317	31,024	57,000	57,000	54,000
641100 Temporary Help	2,072	3,238	-	2,500	2,500	3,500
641200 Advertising	3,193	1,161	28	1,965	1,965	1,400
641307 Telephone	1,004	1,248	737	1,260	1,260	1,260
641800 Equip Repairs & Maint	-	1,592	276	2,520	2,520	2,220
643100 Interpreter Services	-	30	27	-	-	-
659900 Other Contracts/Obligation	514	-	-	600	600	600
<b>TOTAL PURCHASED SVCS</b>	<u>70,216</u>	<u>65,358</u>	<u>108,592</u>	<u>81,745</u>	<u>81,745</u>	<u>78,980</u>
<b>TOTAL EXPENSE</b>	<u>834,341</u>	<u>879,967</u>	<u>606,839</u>	<u>892,834</u>	<u>892,834</u>	<u>918,983</u>