

**FINANCE DEPARTMENT**  
**MID-YEAR REVIEW**  
All figures through June 30, 2021

**Significant 2020 Events:**

Completed upgrade to ERP software, to Munis v2019.  
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 preparation of the 2021 Budget.  
Continued implementation of Property Tax module, expecting to go live tax collections 2021.  
Completed implementation of new parking software.  
Completed and presented final Rate Study report for Wastewater for approval.  
Completed RFP process to select vendor for printing and mailing services for City service invoices.  
Worked with the Community & Economic Development Department on amendments to the project plans for TIF 3 and TIF 11.  
Participated in a work group to refinance a bond issue for the Fox Cities Performing Arts Center.  
In response to the COVID-19 pandemic:  
Finance Director continued to serve as Finance Section Chief in the City's Emergency Operations Center (EOC).  
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.  
Modified utility billing system to wave late fees per PSC order due to COVID-19 health emergency.  
Prepared multiple data requests for the PSC, in relation to impacts of COVID-19 health emergency.

**Significant 2021 Events:**

Completed the 2020 annual audit with an unqualified opinion and no audit findings.  
Continued work on Property Tax module implementation and integration of cashiering module with DPW parking software.  
Started work with Valley Transit implementing Advanced Scheduling program timeclocks as part of Munis implementation.  
Completed project to outsource utility bill and reminder printing to Primadata.  
Implemented Wastewater Rate increase, effective 1/1/21.  
Worked with the Park and Recreation Department to fill a vacant customer service position and restructure the oversight and responsibilities of the position between the two departments.  
Began the development of a 10-year debt management/capital plan to help guide the City as it weighs its future capital expenditure needs.  
Began work with the Community and Economic Development Department on amendments to the project plans for TIF 3 and TIF 12.  
Worked with the Community and Economic Development Department and the Attorney's Office in drafting development agreements for several potential downtown projects.  
Substantially completed the issuance of \$14.5 million of G.O. notes, \$8.360 million of Water and \$9.040 million of Wastewater refunding bonds.  
Filled the vacant (due to retirement) Budget Analyst position internally as well as two subsequent vacancies as a result of interdepartmental transfers and promotions.  
Coordinated the relocation of non-essential staff from working at home back to the office setting, as COVID-19 cases decreased, and vaccination efforts increased.  
Continued tracking funding sources and costs related to COVID-19, including new ARPA funding.

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**Major objectives for the remainder of 2021:**

- Close on the 2021 GO note and utility revenue bond issues.
- Fill a vacant customer service position and continue to train staff members in new positions within the department.
- Complete the TIF #3 and TIF #12 project plan amendments.
- Provide guidance to the Mayor and Council as plans are developed for the use of the American Rescue Plan Act (ARPA) funds provided to the City.
- Complete the 2022 budget.
- Complete 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 10-year debt management/capital plan.
- Continue to oversee and account for COVID-19 mitigation and other economic assistance grants received.

**Budget Performance Summary**

<b><u>Program</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>%</u></b>
Administration	79,519	169,984	46.80
Customer Service	36,560	97,329	37.50
Support Service	<u>373,324</u>	<u>651,670</u>	<u>57.30</u>
Total	<u>489,403</u>	<u>918,983</u>	<u>53.30</u>

The Support Services year to date expenses do not yet include the allocation of the 2020 audit fees to the other City funds. Once this allocation is performed, the Support Services expenses will be reduced to be more consistent with the 2021 Budget.

<u>Program/Criteria</u>	2019	2020	2021		
	Actual	Actual	Target	1 <sup>st</sup> Half	Projected Actual
<b>Administration</b>					
<b>Client Benefits/Impacts</b>					
Trained staff					
% of staff adequately trained	86%	92%	100%	96%	90%
<b>Strategic Outcomes</b>					
Improved program performance					
# of recommendations implemented	2	2	5	2	4
<b>Work Process Outputs</b>					
Procedure manuals updated					
% of manuals rated current	80%	81%	95%	92%	95%
<b>Billing &amp; Collection Svc</b>					
<b>Client Benefits/Impacts</b>					
Accurate, understandable statements					
Billing adjustments required	725	553	900	335	750
<b>Strategic Outcomes</b>					
Asset safeguarding					
Receivables/Receivables Aging, % current	85%	.85%	65%	72%	65%
Service turnoffs	18	1	15	0	0
<b>Work Process Outputs</b>					
Financial transaction processing					
Receipts posted	187,674	186,305	210,000	88,054	210,000
Manual	131,338	129,252	168,000	59,908	168,000
Automated	56,336	57,053	42,000	28,146	42,000
Automated receipts, % of total	30%	31%	20%	32%	20%
Credit card payments received					
Property Tax	1,717	2,220	n/a	1,326	2,500
Parking Citations	7,497	3,788	n/a	3,875	4,500
Utility Billing	14,345	18,039	n/a	9,939	17,000
Information response					
% staff trained in customer service	95%	92%	100%	96%	100%
<b>Support Services</b>					
<b>Client Benefits/Impacts</b>					
Accurate and timely financial statements					
% months closed within 10 working days	0	0	92%	0	0
# of items received after cutoff	n/a	n/a	10	n/a	n/a
<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	249	216	250	192	250
Avg. # of A/P checks issued monthly	453	426	550	446	450